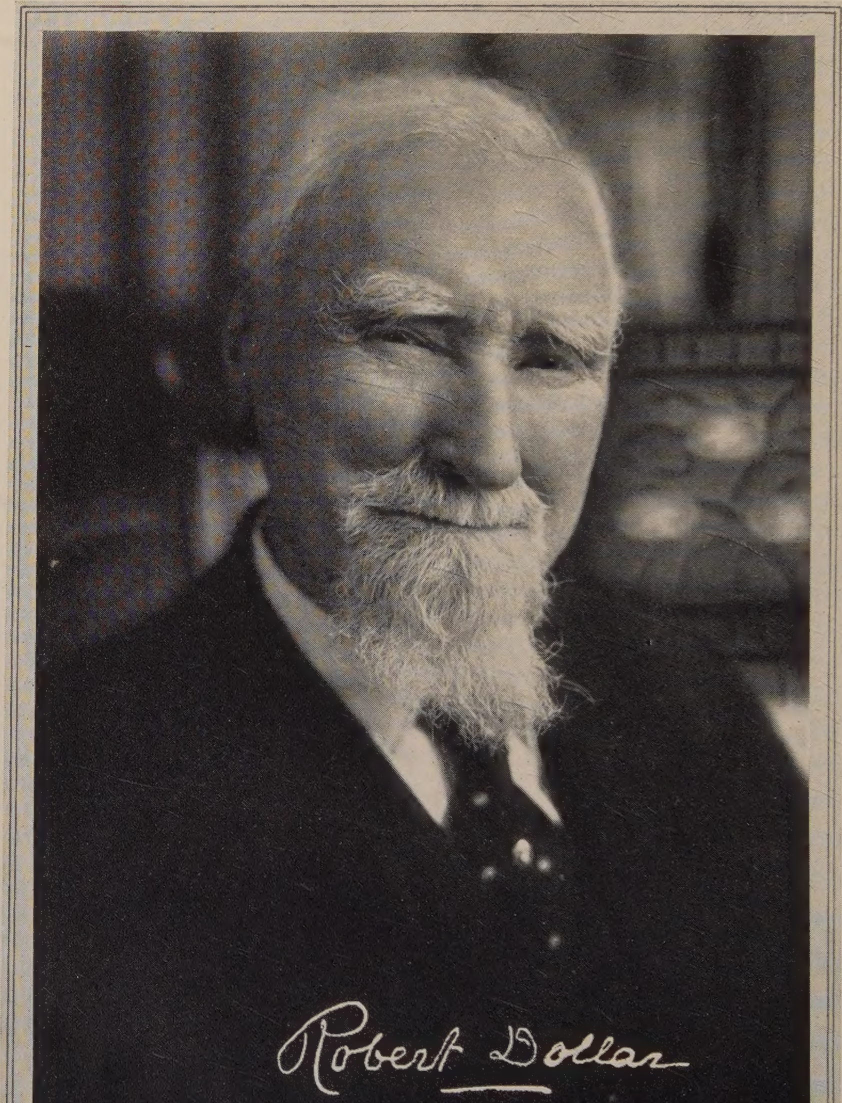
Memoirs of Robert Dollar

Presented to
J A Peabody Esqr
with my Compliments
Robert Dollar
Janry
1932



Robert Dollar

Memoirs
of
Robert Dollar

Second Edition
Combining Volumes 3 and 4
October, 1928

Privately Published for the Author
by
Press *of* KNIGHT-COUNIHAN CO.
San Francisco

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ROBERT DOLLAR COMPANY

Printed by the
PRESS OF KNIGHT-COUNIHAN
San Francisco, Cal.
U. S. A.

923.813
D69

4/14/70

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Introduction

I am publishing this book, comprising Volumes 3 and 4 with Addenda for the years of 1925, 1926, 1927 and 1928, with the object of interesting young men in the development of foreign trade. I have devoted a great deal of effort during the later years of my life to help increase and develop American commerce abroad, and to create in foreign countries, a better feeling of friendship toward the English-speaking people. The state of the American merchant marine and the development of American foreign trade are virtually the same problem, for it is impossible for one to exist without the other.

Lest the readers of this volume are led to believe that what measure of success I have gained in this world has come easily, I think it wise to recite a few incidents connected with my early life in the lumber forests of Canada.

Before coming to America I worked for a time in a machine shop in Falkirk, the town of my birth in Scotland. I began at twelve years of age and have been earning my own living ever since.

When I was thirteen I traveled to America and went to work in a stave mill in Ottawa, Canada. My salary was six dollars a month.

A year later I secured my first job in a lumber camp. My work consisted of being chore boy to the camp cook.

In order to reach the camp, or shanty as it was called in those days, we left the city of Ottawa in birch bark canoes and traveled far up the Gatina River. The rapids occurred so frequently in the river that we were compelled to get out of our canoes every few miles and carry all our baggage and provisions across each portage and then go back and get our canoes. We did this for ten days and at the end of that time reached our destination. In all we had traveled about a hundred miles, but it seemed much more than that because we had worked so hard getting our canoes upstream.

The nearest settlers to our camp lived fifty miles away, so we were entirely isolated.

Five years ago I made the motor trip from Ottawa to the site of our old camp. My friend, the late Senator Edwards, accompanied me and we made the entire journey in less than four hours. The land which had been covered with forests in the early days is now used for farming and the whole district is well settled.

The lumberjacks in the early days were the roughest of the rough and I had a lot to put up with, as I was, after all, only a boy, far from home, who knew very little about the world. The food we prepared for those men was not much to pick and choose from; beef was included in their rations only for two months during the fall of the year. The rest of the time we served fat salt pork, pea soup, beans and bread. We never even saw vegetables. If the men paid a dollar a month extra they received tea with their meals, otherwise they got cold water.

Work began at daybreak and continued until dark. The lumberjacks were given Sunday off, but my work as a chore boy never ceased. The men on the whole were contented. Most of them were farmers' sons and men who were compelled to go out and earn a little to help the old folks at home.

We all wore homespun clothing. During the summer we were comfortable but the winters were very cold. In wet weather our feet were covered with beef skin moccasins. The rest of the time we wore moose or deer skin moccasins which we made ourselves.

I was being paid ten dollars a month at that time. I managed to save even on so small a salary because my wants were very few.

A year later, in the fall, I was sent with a full crew of French Canadians to a camp much farther up the river. We were three weeks reaching our destination, and a more isolated spot one could not imagine than the place where we built our camp.

The reason I was sent into the forest with the French Canadian crew was because I could keep accounts in English and at the same time understand the men, as I spoke a little of their dialect.

My work consisted of working all day in the woods and keeping accounts at night. I did all my clerical work by the light of the big wood fire as we never had any candles in camp. By the end of winter I could speak French as well as any of the men, as I had been compelled to learn the language in order to get on with the men.

When spring came and the ice melted we began getting our winter cutting of logs into the river and started down to the mill. This was mighty hard work as we were wet all the time, due to the fact that we had to roll the logs off the shore and break up the dangerous jams in the rapids and falls. It took us a good part of the summer to get our logs down to Ottawa. We moved camp every day and slept out-of-doors the entire time.

With so much moving a lot of funny things were bound to occur. I remember one time the cook told me to get a bucket of water from the river as he wanted to make tea for the men. I did as he told me and when my turn came to get my tea after all the men had been served I noticed a lot of foam on the surface of the liquid in the pot. It was dark and the men had evidently been in too much of a hurry to examine what they were drinking. I told the cook about it and he got a big fork and fished around in the bottom of the pot. Pretty soon he dragged out a roll of dish rags wrapped around a piece of soap. The combination of the soap and dirty dish rags for flavoring must have tasted awful, but none of the men complained and all drank their "tea."

My pay during that year had been increased to thirteen dollars a month. Out of what I had been able to save I bought a small farm, paying the balance due in small installments out of my savings. It took me quite a long time to get it all paid for, but I succeeded; and I still own that farm.

In a couple of years' time my wages were increased to seventeen dollars a month and I was put in charge of a gang in the woods. I took this gang and had them clear the timber off and then sowed a crop of oats. We also put up some log buildings on the property and they were used as a depot for lumber operations. Although that was sixty-two years ago the buildings are still in use.

In my twenty-first year I was put in charge of a camp of fifty men. My employers had increased my salary to twenty-six dollars a month, and I was a very proud young man as I had been able, with hard work, to double my original wages in five years. Those five years were the hardest I have ever put in and they taught me that the only way to get ahead was by working just as hard as I could, being persistent and overcoming all sorts of difficulties and always putting aside a little money. The thing that counts in this world is how much you save, not how much you earn. That is something a lot of young men in these expensive modern days have yet to learn.

When I think of the way we worked and saved in those days and then look at the young men of this generation I cannot help but feel that they will never know what real hard work means. In the days of my youth it was the survival of the fittest and only the strongest and heartiest remained in the race. The strain of work wore down all except the strong. In summer, when the days were long, we had breakfast before sun-up and were hard at work by five o'clock. With the exception of an hour off for dinner we worked straight through until seven in the evening. In later years they gave us fifteen minutes for tea in the afternoon, but that was all the rest we knew.

Nowadays lumber camps are equipped with electric lights and separate cabins are provided for every two or three men, whereas in my time fifty or sixty men occupied one bunk house. Present day camps also provide hot and cold water but in the old times we took a swim in September which lasted us until the next May, when it was again warm enough to go into the river.

When I finally decided to go into business for myself I was earning forty-four dollars a month, which was considered a good salary. My first business venture turned out badly; I lost all I had saved and was in debt besides. In order to pay up my debts I took a job as superintendent of ten lumber camps at the magnificent salary of one hundred dollars a month. I got married about that time and my wife helped me to energetically save up money to pay off my debts. It took us about three years to do this, but at the end of that time we had the great satisfaction of knowing we were free of debt and able to accumulate for the future.

The lesson I learned from that experience was that if people would make up their minds to put by a little every month and buy nothing except when they have the ready money to pay for their purchases, much unhappiness could be avoided.

So if those who have read this book will bear in mind that a great deal of self-denial was required of both my wife and myself in order to make my business career successful, I cannot help but feel that my experiences will perhaps be of benefit to those who are ambitious.

Memoirs of Robert Dollar

1921

Chapter One

I WAS very glad to get back to New York from a six months trip around the world. Mrs. Dollar had gone with me and even though the trip had been very enjoyable and we had seen lots of interesting things, we were both glad to get home.

The busy harbor of New York looked very fine from the rail of the *Robert Dollar*. We had traveled on this boat straight through from Shanghai, stopping over in many different countries en route, so it was a long trip and it was good to find the end in sight.

When we left Shanghai we had said goodbye to our son Harold and when we arrived in New York we found both him and our other son Stanley and their wives and families waiting for us on the dock. It made us happy to see our children. A number of officials belonging to our Company were also on the dock and everybody gave us a rousing welcome.

As we came ashore I was surprised to hear the click of motion picture cameras. It seemed that Stanley and Harold had been thoughtful enough to see that motion pictures were taken of our arrival in order that we might keep them as a permanent record.

The week following in New York was a very busy time for me. I was constantly requested to speak at luncheons, and meetings held in my honor. Much as I would have liked to have attended all these affairs, I could not due to the amount of work I had to do in connection with my own holdings.

I found time, however, to arrange a very enjoyable luncheon at "India House" for steamship men. Sixty or more attended and the affair was most successful. I like to get as many of the shipping men together as possible whenever I am in New York so we can have a friendly chat. In looking over past records, I find these luncheons have become an almost annual affair.

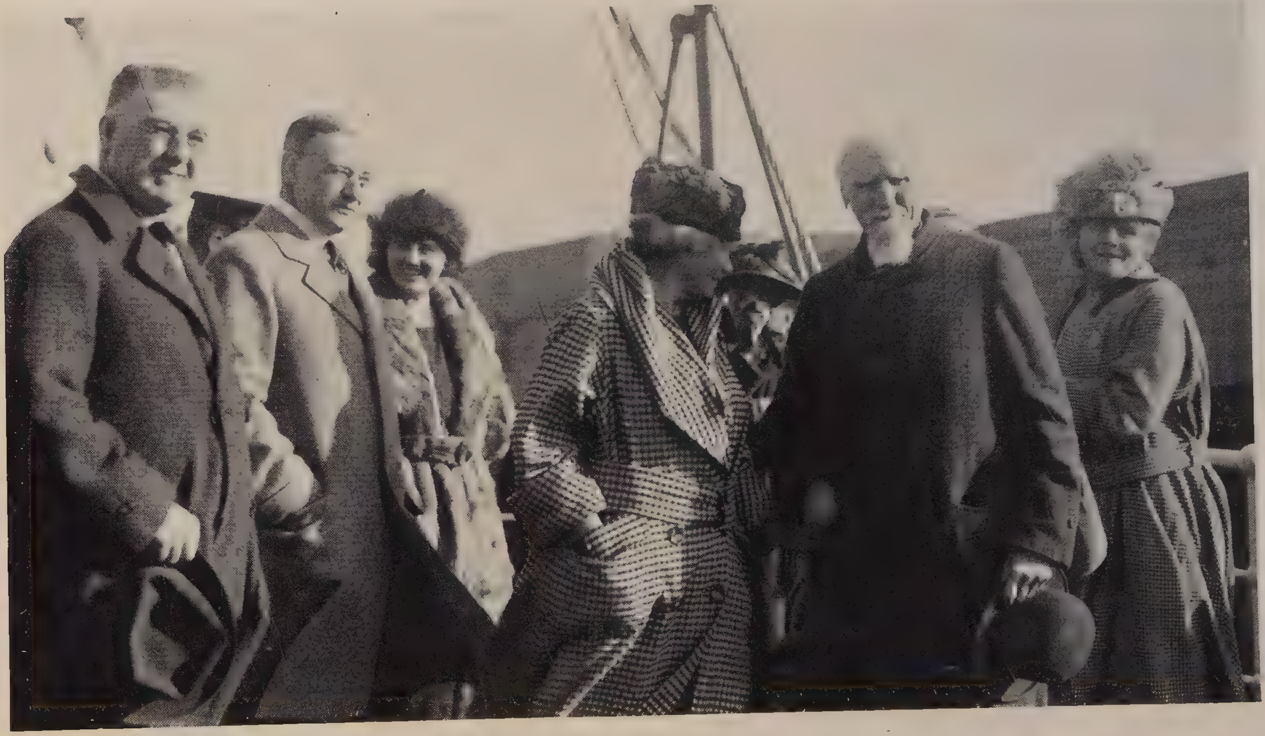
"India House" is a club in the financial district of New York. Seven years ago a few of us shipping men and bankers got together and founded it. Our idea in forming the club was to provide a meeting place for shipping men. The club is very popular and has a big membership now.

We left New York for San Francisco October 21st and made the journey without a stop-over. Our home in San Rafael seemed a mighty good place to reach after so much traveling. The press of business demanded most of my time in the office in San Francisco. So I had little time at the house.

I was requested to attend many public meetings as a guest of honor, and enjoyed relating my experiences in foreign lands.

Pacific Coast business men I talked to seemed exceptionally wide awake to foreign trade, especially with the Orient. I was pleased to find my audiences were composed of men who were anxious to find out the exact conditions exporters were up against. I realized the attitude of the business men of the West was an echo of the viewpoint of the East. Executives East and West are learning their business can be helped by export.

During my talks I explained the Orient as a whole, and the Oriental, as an individual, needs the help of America. The success Christianity is making in all so-called "Heathen Lands" is bringing about closer understanding and confidence between America and the Orient. Our missionaries and Christian workers are carrying on a great and noble work over there. Few people at home have had the opportunity to observe first hand the efforts of these Christian pioneers, and I am afraid general ignorance of the good missionaries are doing prevails, which is too bad.



ARRIVAL IN NEW YORK: STANLEY DOLLAR, HAROLD DOLLAR, MRS. STANLEY DOLLAR, MRS. ROBERT DOLLAR, ROBERT DOLLAR, MRS. PETER COOK

When Mrs. Dollar and I were in Japan, China and India during 1921, we paid special attention to native life in order to compare conditions on our next trip so we could see how the missionaries were helping.

Certain selfish business interests throughout the Far East attempt to belittle the work of the missionaries at every turn. These business people do not know that they are laying up trouble for themselves for some future time. My long years of business dealings with Oriental races, especially the Chinese, have proven to me that Christianity is the one sure meeting ground for East and West.

In passing I did not forget to tell my audience the wonderful work of the Y. M. C. A. They first make their appeal to the young men of China through athletics. All healthy outdoor sports are indulged in. Large classes of gymnastics have been formed. Baths are liberally provided. This may draw a smile. Until quite recently baths were almost unheard of in China. Bodily cleanliness was never considered.

As time passes and the young Chinamen attending the Y. M. C. A. regularly find increased health and happiness in athletics, they inquire into the religious teachings of the people who have brought about the new order of things. By degrees Christianity gains many converts.

The work now being carried on by the Y. W. C. A. is also good. The women of China are beginning to see the light. Through the splendid influence of the Y. W. C. A. workers, many Chinese girls are preparing themselves for useful lives. To encourage them we gave them a building in Shanghai in memory of our daughter-in-law, Bessie Dollar.

GOVERNMENT SELLS STEAMERS

The Government formally announced that it would dispose of twenty-eight cargo vessels at a fair price.

I was glad to hear of this. For a year I had been urging that this course be adopted. I first suggested the sale of these steamers to private operators when I addressed the Los Angeles Chamber of Commerce during the early part of 1921.

It seems my words carried some weight. Several men, prominent in business and shipping circles on the Pacific Coast got busy at once in Washington. Their efforts finally proved successful. The offering of the cargo tonnage by the Government was a step in the right direction. American shipping must grow.

International trade was gradually settling down. It is only natural that the United States, both because of its geographic position and its manufacturing ability, should lead the world in international commerce. Suitable ships, ably manned, plying the seas on dependable sailing schedules, should be the quickest means of bringing about industrial expansion.

TACOMA CONVENTION

I went North and made a survey of conditions in Portland, Seattle, and Tacoma, and later attended the Foreign Trade Convention in Tacoma. The Tacoma Chamber of Commerce was directly responsible for the Convention. Members of the Chamber felt that a gathering of men interested in discussing conditions abroad would do much to increase trade. Everyone felt at that time that something should be done about trade conditions. Business was terribly depressed. The high prices of war days had about reached the bottom of the pit.

During the Foreign Trade Convention I was called upon to give my views. Besides telling the assembled body the most important findings of my world trip with relation to trade, I offered them confidential reports based on my personal observations.

When asked for my views on world conditions, I told of the genuine need in all foreign countries for American products. I related a number of my experiences with commercial representatives in various countries during my world tour, and did all I could to convince the delegates of the really bright future awaiting American exporters abroad.

In bringing to the attention of my audience the fact that the field of foreign distribution is really limitless for American manufacturers, I said I saw no reason why this country could not easily increase its output. Manufacturing is carried on in America under such systemized conditions, that by simply increasing the machine power of the nation, supply will automatically keep pace with demand.

The world, especially the populated countries of the Far East, have learned that goods of American manufacture are well adapted to their needs. The business is there—we have only to go after it.

Another point I brought out during my talk was the importance of suitable foreign representation. Exporters should first consider the education and clear headed business ability of men they propose to send abroad. Too great importance can not be attached to this. Life in foreign countries is very different from here. Only men of highly developed moral character can master the temptations. In order to help his firm, a foreign representative must conduct himself at all times in a manner befitting his important post. Every agent, salesman or manager who represents an American company abroad is really an ambassador for American trade. If these men fail, export at once suffers. Foreigners have established business methods. It is very difficult for highly trained American business men to accustom themselves to business in other lands. Therefore, I say, send out our best men; men of excellent education; men who can learn languages. Make these representatives tactful and diplomatic at all times. There can only be one result—great success.

At the conclusion of the convention I felt satisfied our meetings had resulted in mutual benefit. A decidedly more cheerful outlook on the future of export seemed to have been the outcome of our various discussions.

With the Convention over I returned to San Francisco, and at once buckled down to good hard work, made all the more enjoyable by my reflections regarding the Foreign Trade Convention. Enthusiasm had reached a high pitch during the meetings and the general tone of the delegates indicated renewed efforts during the coming year.

In running through records for 1921, I found that Mrs. Dollar and myself had traveled 22,540 miles. Figured out at a daily average we covered ninety miles every twenty-four hours. I never make any sort of a journey alone unless circumstances absolutely compel me. My wife is an ideal traveling companion. I have never known her to become tired. Because of business I am on the go most of the time. My wife is always my devoted companion. She takes an interest in all my business problems and throughout our married life I have always found her judgment sound. A wise man, if he is blessed with a wife who takes her husband's every problem into consideration, will do well if he listens to her advice.

Chapter Two

1922

The arrival of another year found me ready to continue the working out of the many problems God has seen fit to place before me. It has been my custom for fifty-seven years to keep a diary of daily events, so I can review the years that are past. I have never considered retiring from active business life. It is no more possible for me to retire now than it would be for a man who has never worked to begin an active business career in his seventy-seventh year. Work is my life. Without work I could never be happy. The man who thinks he can slide through life without hard work misses the true purpose of life.

While we are working, we must never lose sight of the fact that we are able to go about our duties solely through the will of God. God has a place in business as surely as he has in churches. In business we come into close contact with our fellow men.

The concluding page in my diary for 1921 contains the following:

"I closed this year by putting in a full day's work and went home satisfied that I had done my best during the year. Not that I have done well, nor that I have accomplished all that I might have done, but by persistent hard work I can safely say that I have given the best that was in me for the cause of Christ, and in my business I have striven to increase and develop American foreign commerce, for all of which I give sincere and hearty thanks to God, as only by His help and guidance was I able to accomplish this much."

CARGO BOATS BOUGHT

The Shipping Board sold us four fine cargo steamers early in the year. The capacity of each of these cargo carriers was 10,000 tons and they represented the most successful type of cargo vessel built by the Government during the war. The ships we bought were renamed in conformance with our Company policy, the *Mandarin* becoming the *Stuart Dollar*, the *Oriental*, the *Melville Dollar*, the *Celestial*, the *Margaret Dollar* and the *Cathaway*, the *Diana Dollar*. We put them into service at once.

Another Government purchase we made at that time was the Liner *Callao*. This vessel was rechristened the *Ruth Alexander*, and chartered to the Admiral Line, and placed in the Coastwise trade. She carries 9,000 tons of cargo and 350 first class passengers.

WAYFARER DEAL AND SUBSIDY

Even though we had plenty to do we were still on the lookout for some more good buys in freighters. I knew shipping would come back stronger than ever and I wanted to have plenty of good tonnage to handle our share of the business.

Some time later, after carefully looking over the field of available boats, I decided it would be good to purchase the *Wayfarer* which was offered for sale by the Harrison Line in England. The *Wayfarer* was a fine vessel of 10,000 tons and was for a number of years engaged in cotton carrying for the trade of the Gulf of Mexico. During the war, the *Wayfarer* saw much active service and was chased a number of times by enemy submarines. She was caught at last and torpedoed off the Scilly Islands. Because of her buoyant cargo of cotton she stayed afloat and was towed into port. Later the British Government reconditioned the *Wayfarer* and she returned to the trade routes. After our purchase of the *Wayfarer* we renamed her *Virginia Dollar* and have placed her on the Orient run.

I, for one, am not in favor of subsidy. The operation of ships is not an experiment. Shipping is an established business, older by far than any other American industry. Ships made America possible. Ships made the original colonies thrive and today ships are the firm foundation for this nation's trade expansion. We have plenty of ships to carry on international commerce with. Subsidy is not necessary for the operation of these vessels. If the Government will provide suitable laws and regulations, so that American ships can be operated on equal footing with those of other nations, I am perfectly confident of the outcome.

We do not need to fear competition; on the contrary we should welcome it. We should go ahead and seek to enter the contest, alert and aggressive, not minding the other fellow. Experience has taught me a steamship company if it gives real good service can get, even in the face of lots of competition, all the business it can handle.

Just now there are many laws which hurt American shipping. Before long I look for a change. Our Government officials will eventually bring about fair conditions.

JAPAN'S BUILDING PLANS

I was very pleased to learn that the first request Y. Inouye, member of a large firm of importers and exporters in Yokohama, Japan, made on arriving in Seattle was for a set of motion picture films of the lumber industry of the Pacific Coast.

Japan is a good market for American lumber. The more we do to promote increased business with the Island Kingdom the better it will be.

Mr. Inouye was a fine gentleman and had a good business head. He said a lot of good things about the future demand for American lumber in Japan. Japan was on the lookout for a wide range of American woods. A lot of this lumber would be required for the improvements which were planned for the principal cities of Japan. Yokohama, Tokyo, Kyoto, Nagoya and Osaka had all completed plans for the widening of their streets and fixing up their public buildings. Narrow streets were to be done away with. Wide boulevards paved with wooden blocks would replace the narrow thoroughfares. An attempt would also be made to gradually introduce our kind of architecture. Old fashioned Oriental buildings did not suit any more. The modern business activity of Japan has caused this.

Fir, cedar, hemlock and other market woods were looked into by Mr. Inouye. All these woods he said were good for the type of building being undertaken in his country.

A number of good motion picture films were available which showed the modern methods of lumber production on the Pacific Coast. Mr. Inouye took some home with him and I do not doubt that he made good use of them. Personally, I think motion pictures are very good for advertising and should be used more.

SHIPPING POOL FORMED

The steamship interests on the Pacific Coast, at the invitation of Chairman Lasker of the United States Shipping Board, became interested in entering a $30,000,000 pool. It was proposed to use this money for the joint purchase and operation of Government boats. The big harbor cities of the Coast were all anxious to see the deal go through and judging from the business transacted at various meetings we were on the way to really accomplish something, provided the Government would do its share.

Herbert Fleishhacker was selected as the Chairman of the special committee, which was to be sent to Washington early in February to mature plans for the big pool. He was an ideal choice as he represents the progressive banking element of the West. He has spent much time abroad and knows conditions and was well equipped to handle the financial end of the proposed pool.

COMMITTEE IN WASHINGTON

The Committee of ten selected to go to Washington with Mr. Fleishhacker included Kenneth Kingsbury, President of the Standard Oil of California; Paul Shoup, President Pacific Oil Company and the Associated Oil Company of California; Harrison S. Robinson, Oakland attorney; William Pigott, Vice-President of the Pacific Coast Steel Company of Seattle; J. C. Ainsworth, President United States National Bank, Portland, Oregon; H. F. Alexander, President Pacific Steamship Company, Seattle; John D. Fredericks, President Los

SHIPPING POOL COMMITTEE CALLING AT THE WHITE HOUSE, WASHINGTON, D. C.

Angeles Chamber of Commerce; John D. Spreckels, ship owner and capitalist of San Francisco and San Diego; William Jones and John S. Baker, capitalists of Tacoma; and myself.

We left going by way of Los Angeles where we were entertained by the Chamber of Commerce and taken on a tour of the harbor.

The Harbor of Los Angeles, like the city itself, has made wonderful forward strides during the last ten years. No doubt the vast oil fields which have been found in the vicinity of Los Angeles have had a great deal to do with its growth. Our party passed through several big oil fields on our way to and from Los Angeles Harbor and I noticed great activity.

The first day we arrived in Washington we called on Albert D. Lasker, Chairman of the Shipping Board. Mr. Lasker and Mr. Fleishhacker had already conferred regarding our project. Mr. Lasker said he was in favor of an immediate sale to us of enough boats to permit us to start regular trans-Pacific sailings and improve our Coastwise trade. Other Shipping Board officials backed him up. Mr. Lasker had outlined our plans to President Harding and he said the President approved and wanted to see us personally.

After many Shipping Board meetings we received word that President Harding wished to see us. I thought this was fine as his influence carried great weight.

Before going to the White House to confer with the late President Warren G. Harding, our committee held a meeting at the New Willard Hotel. We were all Westerners a long way from our homes and business interests about to ask our Nation's chief executive for the right to extend on the Pacific, by the private purchase of Government ships, the activities of the American Merchant Marine. All of us were business men it is true. But the desire back of the whole enterprise was to see America make good at sea. Increased trade on the Pacific would mean a great deal. We argued that there was no reason why this nation, with dozens of fine ships lying idle, should take anything but first place among the maritime nations of the world. All of us had great hope in the President's influence.

The following day when our committee assembled in the lobby we went at once to a Shipping Board conference and luncheon and later we went to the White House and were greeted by President Harding.

I found Mr. Harding a true gentleman and a good business man. He met us simply and talked very earnestly the whole time we were there. He said he thought most people wanted to have as many Government ships as possible in active service.

He explained to us that he believed our plan of forming a shipping pool was entirely possible and that he would give it his earnest support. The matter would be brought before Congress at the earliest possible moment he promised.

He told us how serious he thought the whole situation was. The Merchant Marine must go on, he said, or America would suffer. He thought private ownership with strong bank backing, and the stock held by as many citizens as possible, would do a lot to help get big cargoes.

The Government had built the ships as a war-time emergency and in his opinion was not in a position to handle their operation half as well as private companies.

He was pleased that all the Pacific Coast ports had combined together. He told us that he believed as we did that the Pacific Ocean would some day dominate the world trade; that he could not too highly praise the perfect confidence and co-operation we reposed in each other by coming before him in behalf of the common good of our section of the country.

As we left he gave us each a hearty handshake, reaffirming his promise to help bring the matter to a successful conclusion.

Afterwards, when we talked over the meeting everyone felt a great deal of good had been accomplished in the right direction. The Committee held another meeting and discussed the features of our work for the day. All of us liked the talk the President had given us and we were confident he would be able to convince Congress of the fairness of our proposal.

I left Washington the day after seeing the President because I was anxious to go to New York to see how things were going with our office. Business was upset just then and every company had to keep a sharp lookout. Proper New York wharfage for our vessels puzzled me. I wanted to quietly look over the field and make a selection and out of the various docks offered for rent, choose the kind we wanted. Shipping then was at low ebb in New York harbor. I figured that provided a ship owner could afford to spend considerable time in selecting the dock sites he wanted, a fair price could be gotten. Prices had gone clear out of sight during the war and many of the dock people did not know the war was over.

I spent several days along the river fronts, and got the information I wanted. My reports to our San Francisco office were complete and had all the details. One thing I recommended was the purchase of a terminal site. Drayage to and from the railroad yards ran cargo charges way up. I thought a good terminal of our own would save a lot of money on handling charges.

Chapter Three

Labor unrest was very bad in China about this time. A complete tie-up of steamers at Hong Kong happened as soon as a general strike was declared. Chinese labor as a rule is very easy to get on with. The strike surprised me. The trouble soon spread to all other Chinese seaports. Shipping was at once brought to a standstill. The first cable reports we received after the dock workers had issued their ultimatum, stated that one hundred and forty-five vessels were held at Hong Kong for cargo movement. That shows how serious it was. The labor leaders got the servants in offices, hotels and private families to join the strike. Riots followed and we were up against it for sure. This was a pretty serious situation.

Our Shanghai and Hong Kong offices joined forces with other shipping concerns in trying to bring about a quiet settlement, but it was two months before it ended. Neither side gained much as is almost always the case with strikes.

COLUMBIA BOUGHT

Word reached me that after a lot of hard luck, H. F. Alexander, President of the Pacific Steamship Company, was finally able to get a big boat from the Government for his Coastwise service. I have known Mr. Alexander ever since he started out in the steamship business in Seattle back in 1906, so I was glad when he finally got a big passenger boat for his service. On February 5th, the day our Committee, of which Mr. Alexander was a member, met President Harding in Washington, word was received that the *Northern Pacific,* which Mr. Alexander had bought a short time before, was totally destroyed by fire. This was a big blow to all of us because we wanted to see the *Northern Pacific,* which was a fine ship, put into the Pacific Coast trade right away.

Admiral Hilary Jones' flagship, the *Columbia,* formerly the *Great Northern,* was a sister ship to the *Northern Pacific.*

THE "H. F. ALEXANDER"

So Mr. Alexander started out to try and buy the flagship from the Government to replace his other steamer. The Navy did not want to give up the *Columbia* but finally did so.

Being interested in the Pacific Steamship Company it was quite natural for me to do all I could to help Mr. Alexander get the boat he wanted. I knew if we had the *Great Northern* back on the Pacific Coast run, her speed, size and accommodation would make her the talk of the Coast.

The *Great Northern* and the *Northern Pacific* were originally built and put in the Pacific Coast trade but the war interrupted their service, and both were put into transport duty. The *Great Northern* made the fastest time between New York and Brest. She made the round trip including fueling and provisioning in eleven days.

When the sale of the *Great Northern*, or as she was then known, *The Columbia*, was completed, the boat was rushed to the dry docks to be reconditioned as she was badly needed on the Pacific Coast. As soon as she was all fixed up she was re-christened the *H. F. Alexander*, and is now the pride of the Pacific Steamship Company.

BIRTHDAY

A birthday is usually a pleasant event for most of us. I know that I, for one, always look forward to celebrating my birthday in some fitting manner. In accordance with my daily custom, I got up at six, and spent the hour before breakfast writing in my diary. I also went over the accounts of various charitable organizations I am interested in. I found many in need of contributions. I am grateful every day of the year for the way God has guided my footsteps. I believe in making contributions to worthy charities whenever I can. I also like to give something special on my birthday so that was why I checked over the accounts.

I reached the office about half past eight and put in a good day. Our Company was undergoing a decided change at the time. We were getting ready to start a regular around the world freight service with the freighters we bought from the Government. Such a big new service meant a lot of work for all of us as we wanted everything right before we placed out boats on the world route.

Officials in Washington had not turned down our offer made to President Harding and the Shipping Board to purchase a fleet of passenger and freight liners, but we could not get any action on the matter just then. So I thought the sooner we got an around the world service started the better. I was kept very busy just then planning regular world sailings for our cargo vessels and the future of this service looked fine.

I spoke several times publicly on my birthday, and went home again satisfied with what I had accomplished during the day. A busy day is always a happy day for me.

SEATTLE VISIT

A short time after my birthday I had to go North to Seattle to close up several deals connected with our lumber holdings. Mrs. Dollar went along. We spent the better part of a month away from San Francisco. I found our lumber mills in good shape and everything in good order for the coming season.

Many people tell me they do not see how I can attend to shipping and lumbering at the same time and not become confused. I always reply by asking them if they would attempt to compose poetry and add a row of figures at the same time. Long ago I carefully studied the methods of successful business men and found absolute concentration was the first essential. You can, in my opinion, run several different kinds of businesses, if you do not try to run all of them at the same time. Each problem must be gone into with a clear mind, concentrated on the proposition at hand.

With me, shipping has been the natural outcome of lumbering. Thirty-five years or more have passed since I reached one of the most important decisions of my life. I wanted to increase my lumber business through unrestricted export. The only way I could possibly hope to do this profitably was to transport my lumber on my own ships. I bought the *Newsboy*, a small schooner with a capacity for 250,000 feet of lumber. That was my first venture into shipping; it turned out well and I bought more boats as they were needed.

I started life as a woodsman. I soon learned that in order to succeed a man must know more than one thing thoroughly. Many years have passed since I started looking away from the woods to the source of demand in the world markets. I found plenty of sale for my lumber and built up a steamship company as well. I knew that if I had only concerned myself with the cutting of trees and not the ultimate sale of those trees, I would never have advanced far. But when I found how much lumber was required by merchants in the Far East, mine operators close to the Mexican border, and builders in the West and Middlewest, I began to get somewhere. As the years advanced, and I got deeper into the old problem of supply and demand, my business just naturally grew and I found myself, though still a lumberman, a ship owner as well.

But I have always tried to keep to the simplicity of life that exists among the folk who fell the forests. At heart I am still a woodsman. I love the boom of the logs and the ring of an axe far more than the rush and roar of cities. There is also great peace of mind to be found during long hours at sea, when the steady throb of an engine turning a hundred revolutions a minute is the only sound to be heard. Because I love both the wooded places and the sea, I do not find it hard at any time to turn from one to the other.

NEW YORK SURVEY

I left for New York and spent weeks of good hard work in our office there, straightening out various matters which seemed at the time to be pretty serious. Now I cannot see that mention of them would be of much interest. I have usually found that to be the case with all problems of life. When we are first called upon to handle them, they seem to swamp us. After they are put in order and other matters present themselves, the earlier problems appear unimportant.

Much of my time away from the office was taken up with public meetings. I also gave a number of interviews to members of the press regarding the outcome of the shipping slump which was still at its height.

Stanley Dollar, my son, was also East at the time. We devoted considerable time to the development of plans whereby we could put in good strong foundation work for the round the world service both of us were anxious to institute.

I had always wanted to make a trip through the Panama Canal, because I consider its construction the biggest single achievement of the age. Without the Canal, Pacific Coast shipping would never have gone ahead like it has. The Canal has done a lot for us.

H. F. Alexander suggested I go back to California via the Panama Canal on the maiden trip of the Pacific Steamship Company ship, the *H. F. Alexander*. I liked the idea very much so made plans for the trip.

HOMEWARD BOUND

We left New York with a crowded passenger list. The majority of people on board were Shriners on their way to San Francisco to attend the big convention. I have been a Mason for over fifty years and a Shriner for some time, so naturally I found myself in congenial company. We encountered good weather from the start and maintained an average speed of twenty knots right down the coast, passing quite close to Palm Beach and Miami.

We dropped anchor in Havana Harbor after having established a good running record of fifty-eight hours from Sandy Hook.

Next morning I went sightseeing around Havana. The first thought that struck me was the remarkable resemblance between Manila and Havana. Both are typical old Spanish cities. The modern part of Havana is very up to date and quite American.

One of the places of interest we visited was a brewery set in a well cultivated park. Close inspection proved that the park was made entirely of concrete. The trees and shrubs were so like the real things that I had to touch them to make sure. I thought it a very clever idea.

ROBERT DOLLAR AND H. F. ALEXANDER

The type of shops which seemed to be doing the greatest amount of business were those dispensing liquor or offering to make a man rich if he would gamble. I can only say that sooner or later (unfortunately it is usually later) the patrons of these places learn the folly of their ways and settle down. Such evil places cause a lot of trouble. I looked the harbor over. It was fairly occupied with ships, but local shipping men told me that they had been severely hit by the slump and expected it would be some time before they would fully recover.

Shortly after noon we steamed past Morro Castle, at the entrance to the harbor, and started our run to Colon.

PANAMA

Although our trip was made in good weather, we did not start to enter the Canal until midafternoon, three days later. I had hoped our entire passage through the Canal would be made during the day. Fortunately, daylight held out and we reached Panama at eight o'clock just as the last streak of light was fading.

The bigness of the Canal impresses the visitor when the steamer enters the first of the three locks at Gatun. These three giant steps rear themselves directly before you, like a high mountain. The eighty-five foot lift is accomplished with as little trouble as it would take to hoist an elevator in a skyscraper. The third set of big doors opens onto a good sized body of water and vessels continue under their own power across the twenty mile channel of Gatun Lake, and then enter the Culebra Cut. I noticed a number of dredgers at work in the cut removing slide obstructions. I learned from experts that they figure that as time goes on these slides will become less frequent and eventually the sliding section will be conquered. I understand it is a fact that every known strata of earth is to be found in the nine miles of the Cut. I noticed how abruptly the steep earth sides changed from hard, steel blue rock to crumbling red sand, again there would be a narrow streak of tan earth alongside gray granite. Nature was certainly generous with the assortment of earth she caused to gather there. Our greatest engineers say it is a problem which they hope to solve but for the present they have to use dredgers to keep the channel clear.

The Pedro Miguel Locks provide two descents for vessels to the Pacific and the Miraflores Locks lower boats to sea level, whence they proceed under their own power to the docks at Balboa, which is a short distance from the town of Panama.

Through the courtesy of General Jay E. Morrow of the Canal Zone Government I was able to have all the details of the workings of the Canal explained to me by Captain E. P. Jessop, General Manager in charge of the operation of the Canal. The perfect precision with which everything operates from the lock gates, skyscraper in height, to the little electric tow engines, noiselessly operating on the lock sides, pulling the vessels from one flooded basin into another, was certainly fine. Captain Jessop was an interesting man with plenty of enthusiasm regarding his work. He has a big job to keep straight but he was fully equal to it.

My curiosity was excited by a seemingly unimportant incident which occurred when our vessel arrived at Colon. Our engines had no sooner ceased revolving than a Government tug came out to us. I thought at once that some additional dignitaries were about to board the *H. F. Alexander* to bid us welcome to the Canal Zone. To my surprise, huge white bundles began going over the side into the tug.

I must have showed my curiosity because Captain Jessop at once began explaining that the bundles contained the ship's laundry which was being sent to Cristobal to be washed. I then remembered that earlier in the day my room steward had inquired if I wished to have any laundry work done at Cristobal and that he had taken away all my soiled linen, promising to have it back by night.

At home laundry is more or less an unimportant item. Once a person starts to travel, laundry assumes even greater importance than a full dress suit. I have known fellow travelers to sadly remark that they would have enjoyed the wonders of the Himalayas, but for mislaid laundry; that London would have been a treat if only the laundry had been delivered. In fact laundry is the standing joke and eternal bugbear of all travelers. I guess this is natural for where can you go without a clean collar and be sure of a welcome?

The truly remarkable part of the laundry episode at Colon was that seven and a half hours later every one of the 11,000 pieces the tug had taken off was returned to our vessel at Balboa. Such an achievement is deserving of the highest praise. I understood the soiled clothes, after being delivered at the laundry in Cristobal, were washed, dried, and ironed, and sent forty-seven miles overland by rail to our steamer at the other side of the Isthmus.

When I remarked that such service would be a pride and joy of any American community, I was told that such work was simply a part of the daily routine. The Government likes to provide good service to the vessels and their passengers en route through the Canal.

A day before we reached Panama, Mr. Martin, of the Panama Agencies Company, wirelessed me asking if I would upon my arrival attend a meeting of the Chamber of Commerce of the city of Panama. I accepted this honor and throughout the interesting afternoon I spent going through the Canal I looked forward to meeting the commercial men of the Zone, when our vessel reached the Pacific side.

We did not reach Balboa Docks at the end of the eight mile channel leading from the Pedro Miguel Locks until the evening was fairly well advanced. I was unable to join the members of the Chamber of Commerce until about ten o'clock. Even so they gave me a hearty greeting.

It was very gratifying to find a large assemblage waiting to afford me this hearty welcome. The brief address I made was very well received. Both Government officials and business men on the Isthmus seemed to be intensely interested in the future of the Pacific Coast shipping and even though they conduct their affairs so far from that part of the United States, I found them very up-to-date in every respect. I cannot speak too highly of the very favorable impression I gained, both of the individuals in charge of the operation of the Canal, which is really shipping's greatest boon in the Western Hemisphere, and of the Canal itself.

I think it is very wonderful that human minds conceived and built that huge Canal, so that it functions perfectly down to the smallest detail. The years of struggle starting with the elimination of the deadly plague, and the discouraging battle with the ever moving slides of the Culebra Cut, are something that will surely go down in history to prove that man can conquer mighty big things by using his head.

I have been through the Suez Canal a number of times and thought it a wonderful example of engineering. But it is merely a great open ditch in comparison with Panama. The operation of the locks at Panama together with the never failing source of a year round water supply are two of the most important things they had to work out. Suez flows through the desert while, at Panama, man has made it possible for ships to scale a mountain, then drop down the other side to the water of another ocean.

The *H. F. Alexander* proved by her six day eight hour run between Balboa and San Pedro that she is a very fast yacht type liner. We remained only one day in Los Angeles and then continued on to San Francisco, arriving in time for the Shrine Convention. Much festivity, of course, marked our arrival and the Eastern Shriners were given every opportunity to experience the wonderful open-hearted hospitality San Francisco invariably extends to visitors. At the first opportunity when I was back in my office, I congratulated H. F. Alexander, who had also made the trip, on the successful performance of his boat.

THE PRADO, HAVANA, CUBA

THE "PRESIDENT HARRISON" IN CULEBRA CUT, PANAMA CANAL

CHAPTER FOUR

During the summer there was every indication of successful negotiations with Russia. Krassin, who was sent as a trade envoy to England, seemed to be impressing both British and Continental business men with his earnestness. In America, much favorable comment was being made about him. The need of better transportation seemed to be one of the chief problems in Russia at that time. The Soviet Government was making very extravagant promises through its trade ambassador, Krassin. As time went on, little headway toward the actual resumption of trade relations seemed to be made because every nation seemed afraid to trust Russia.

Russia, I understand, was engaged in a battle of wits with the Germans; neither side would show its hand so they did not get very far.

Russia has so many valuable raw materials such as metals, lumber, etc., that the radical element in the country should not be allowed to block trade. The people of Russia need our products and the exchange of raw and manufactured goods should be established.

Personally I do not look for trade relations between the United States and Russia for many years. Russia is trying to find herself. She is like a man who suddenly finds himself free, after being imprisoned for the greater part of his life. Keen, pitiless resentment for his captors is his first thought. Then comes hatred for everyone whose views are not like his. This viewpoint may continue throughout the rest of the man's life. Again he may become reasonable from pleasant contact with the world. At any rate he is a dangerous person to deal with until he calms down and begins to acquire a more normal outlook on life.

So with Russia, long the captive nation, ground under the heel of merciless autocracy. Her new found freedom has made her overbearing and a trifle too unprincipled, but once her feelings settle down to an even stride, everything will be all right.

While the rest of the world is waiting for this to take place, we should, without letting ourselves in for any trouble, do all we can to help strengthen the morals of that nation.

Our Government is entirely right in using a firm hand with the Soviets. It will show them they can never expect to be on friendly relations with the United States as long as they resort to underhand methods which would tend to undermine the security of our own order of things.

I predict that the problem of blending the Russian nation into harmonious relations with the rest of the world will not be solved for many years to come.

YANGTZE RIVER TROUBLE

Our steamers on the upper Yangtze River run regular weekly trips from Ichang to Chungking. Chungking has a population of 800,000 and is 1600 miles from the ocean and is situated at the head of the gorges. This is one of the most fascinating trips in the world.

People in the outside world do not know much about the true state of affairs in old China. By that I mean life in the real China that stretches out for thousands of square miles on either side of the Yangtze River. The total number of inhabitants living in that vast area is simply appalling. Literally seventy-five million souls live in the Province of Szechwan in the upper regions of the river. River traffic provides these people to a great extent with their living. It is also the means of bringing them a few articles such as they require which are of foreign manufacture. Up to recent years the needs of a peasant, or farmer type of Chinaman, have been very small. The new order of things is setting in now and trade is picking up. Old China is awakening.

The native junks, cumbersome vessels built of wood, projecting high out of the water, have for centuries plied their trade on the Yangtze. The navigation of these unwieldy looking craft through the dangerous channels of the upper gorges of the river is difficult for a white man to understand. The command of these vessels has been handed down from father to son, consequently a native pilot on the Yangtze River has gotten much knowledge from his ancestors.

Modern river steamers were at first a great curiosity to the natives. In late years considerable feeling against them has arisen. The junk owners find the trade they and their ancestors have been carrying on these many generations is beginning to suffer from competition with the modern river steamers. Unwilling to apply Twentieth Century methods to their shipping, these owners have formed an alliance with the free and easy soldiery of that section and were trying to force the steamers off the river.

Their first attempt to scare foreign ship operators away was made by firing volleys of shot across the bows and into the river steamers. Finding alert and deadly Maxim guns answered their assault, they retired greatly dismayed and later adopted the nasty boycotting method in an attempt to win out.

Rapid transportation on the river has come to be a necessity. Junks can make the down trip in fairly good time. The natural current of the river is so rapid that boats are carried along at a good twenty miles an hour, at certain seasons of the year. Even so, there is a great element of danger due to the abrupt turns in the gorges. A big swaying junk traveling at this speed is hard to handle, and it is not surprising that many accidents result. The Government statistics show that for the past ten years the average drowning has been three a day or about 1,000 a year.

Even more difficulty is encountered on the up trip. Adverse winds often becalm native craft for days. Then (though it is a wonderful feat of endurance) the junks have to be towed through the gorges. Hundreds of naked coolies, like so many flies on the perpendicular side of the shaft-like walls of the gorges, strain and tug for days on the stout tow ropes, until the boats are pulled through.

I greatly admire the patience required for such work but I cannot fail to unfavorably contrast it with modern methods.

China will not be made over in a day. The Chinese were expert craftsmen when our race was emerging from barbarity. About the time we began to go forward, Chinese development slowed up, finally coming to a standstill. Until the last century, China moved in a circle, and was content. There are still many in China who would like to have the country remain so. Our ways are disconcerting to the Chinese.

White men and white methods have much to give China. Racial prejudice is a very stupid hatred for any man or woman to entertain. We are all God's children put in this world to work out our separate destinies. Though each of us is individual, we can no more exist independently, whether as a person or a nation, than the moon can suddenly cease to wax and wane. All are subject to the law of the Most High. We need China and China needs us. The Yangtze River is the backbone of China. The more we help increase the river traffic the greater will be the benefit to China. Selfish native interests are trying to block this development but because we are on the side of the right I know that before long the river trade will be carried on without any annoying interferences.

ORPHANAGE REBUILT

My wife and I were greatly pleased with the rapid construction of the new wing of the Presbyterian Orphanage in San Anselmo, California. The entire orphanage, which provided a home for one hundred and twenty or more little children, was completely destroyed by fire earlier in the year.

We have always been glad to do whatever we could to help little children deprived by fate of the rightful protection and love of parents. We at once offered to erect the first new unit of the orphanage in memory of our beloved daughter, Grace Dollar Dickson, who was taken from us a short while ago.

The portion of the orphanage which was being hurried to completion provided room for about twenty-five children, all under six years of age. My only regret is that there was not sufficient room for two hundred and fifty. I hope at some future time to be able to help in the erection of more buildings.

STEAMER "ALICE DOLLAR" IN THE GORGES OF THE YANGTZE

San Anselmo is an ideal, healthy location for the upbringing of young children. The orphanage is ideally situated on a hillside under big trees. Though all of us realize that there is no substitute for a home, still everything possible is done to make the little ones happy and contented, so that their future lives may be brightened by pleasant early memories. It often seems to me that my dear wife would mother the whole world if she could, so devoted and thoughtful is she to others. We have fifteen grandchildren who share my wife's love, as well as several whom we have brought up who call us grandfather and grandmother, yet my wife is always seeking to give love and protection to all the little children (as well as many big children) she finds within reach.

B. C. FORBES

It was my great pleasure to renew my acquaintance with B. C. Forbes, the financial editor for the Hearst publications, during his visit to San Francisco.

Many years ago Mr. Forbes and I became friends. I have always been a great admirer of his writings and consider his knowledge of the true state of affairs in the world of American commerce unequalled by any other observer. One reason, perhaps, why I so truly admire his writings lies in the fact that he manages to bring out so clearly the reasons for the shiftings of modern commerce.

Big business is constantly moving, either upward or downward, according to the trend of conditions. The general public is, as a rule, ignorant of the big problems which confront men who are responsible for the management of large industries. Mr. Forbes seems to have a way of going behind the scenes and finding the great human element that is ever at work in business. He tells his millions of readers the real side, the human side, of big business. One reason he is able to do this, no doubt, lies in the fact that his personal acquaintance with the so-called captains of industry is perhaps larger than any other writer of the present day. He always keeps a cheerful tone in his writings and is a firm believer in the spirit of optimism.

While Mr. Forbes was in San Francisco we managed to have a number of good talks together. He is a man who comes into your office with a smile, talks with a smile and then goes out smiling. His is not the artificial cheerfulness which is so exasperating, but the genuine good-fellowship of a man who, because he knows so much about the world, has all the faith and confidence in it.

Herbert Fleishhacker and I were able to give this sterling friend of finance a luncheon at the Hotel St. Francis before he left the city. About fifty of San Francisco's most prominent business and financial men attended. It was a rousing affair and Mr. Forbes' talk about conditions as he found them on the Pacific Coast generated a good feeling in everyone. We men, who have pinned our faith in the future of the West, consider it not alone a compliment to have an Easterner express his pleasure with our institutions, but we also regard such a person as an added asset to our great cause.

Time and again I have expressed myself both publicly and privately as being of the opinion that within the next twenty-five years the entire Pacific Coast will be the most important region of the United States. Trade with the Orient is going to bring about this condition and foolish indeed is the man who does not reach out now and seek to form an enduring trade alliance with the countries of the Far East.

Our civilization is a worthy pattern for the whole world to follow. The era which is just dawning will be the greatest in history. Time worn traditions will finally give way to modern progress. We must always remember, though, that we cannot force our methods on other races. The change will come about slowly and what a wonderful world it will be when the rivers and harbors of the Orient are crowded with big cargo carriers, loading and unloading products in a fair exchange; when the people of those lands come out of their darkness into the light of modern life. The entrances and clearances of ships makes Shanghai the second seaport of the world, having a population of one and a quarter million. But consider Shanghai fifty years from now; what a future! We must all do our part now to make it possible.

HERBERT FLEISHHACKER PRAISES WEST

Herbert Fleishhacker and I were discussing this very subject not long after the Forbes luncheon. I remember we agreed perfectly regarding the prosperity of the States bordering on the Pacific. It is always refreshing to talk to Mr. Fleishhacker, for I consider him one of the men who early foresaw Western growth. One particular point he brought out was:

"Mr. Dollar," he said, "to me the Pacific Coast is a living symbol representing the final outpost of white civilization. I contend it will some day be the cradle of the highest traditions of this period. History shows that the Pacific Coast is the culmination of centuries of westward migration on the part of our forefathers who sought to improve living conditions. Our ancestors first moved across Europe, then the Atlantic Ocean and finally this Continent, their westward progress finally terminated for all time beside the wide expanse of the Pacific Ocean. The Occident cannot go any further. It must stop on the shores of the Pacific Ocean. The zenith of white civilization will be reached in this region."

He talked at length on the future of the West. It is his favorite topic and whenever the opportunity presents itself he will give a lot of interesting ideas. I always enjoy hearing his viewpoint.

All of us are proud of our West, personally proud. It is a great part of the country. While on the subject of the West, I want to add one more thought, "Let the West look ever Westward. Much of the prosperity of the West is dependent on the needs of the Orient."

HAROLD DOLLAR LEAVES

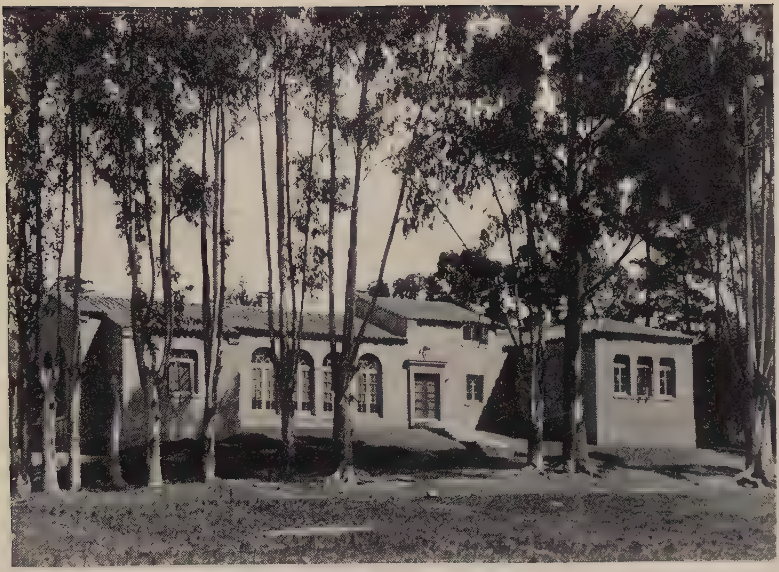
My son, Harold, and his family said good-bye to us in August and returned to Shanghai. I was naturally sorry to see him go but I know he is doing his part in aiding in the development of China. He is manager of our Far Eastern interests and, like my other boys, started at the bottom of the ladder. When my sons were still in school, I had long talks with them about their future. All expressed a desire to learn the lumber business (at that time I was not a ship owner, although I had chartered several boats for China trade), so I told them I would teach them provided they were willing to gain their advancement by hard work. They agreed, and each took his business training with proper seriousness.

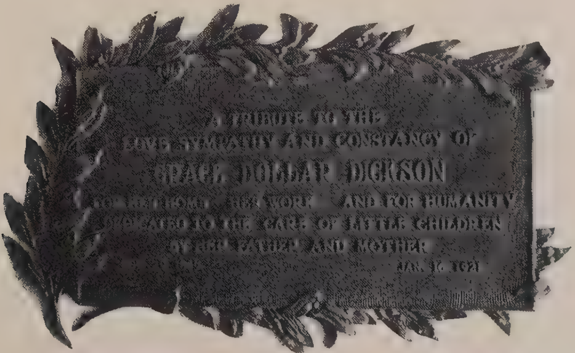
I do not feel that my boys were any different than any other boys. I started them out in life with their feet firmly planted on the ground. They grew up with the business, so they are in close touch with every detail of our world-wide enterprise.

It is my belief that a child, if placed at the top of the ladder, will quickly become frightened and probably fall off and hurt himself, usually for the rest of his life. If you start a youngster on the ground and allow him to carefully make his way to the top he will not become confused at his position, and will stay there and become a useful member in society.

Harold started to work regularly for me at sixteen. Up to that time he had been around the office during school vacations. I soon noticed his interest in Far Eastern commerce, so after he had worked in our San Francisco office for four years I sent him out to China as Assistant Manager. His ability advanced him and I am pleased to say he has more than made good. He is regarded in China as an executive who can be counted upon to support all worthy movements not alone in the commercial world but also along educational lines. While he was in America, he received word that he had been elected President of the American Chamber of Commerce in Shanghai. This body of Americans is doing much to cement the commercial relations between China and America.

During the time he was in America in 1922 we were making plans for starting an around the world service. He favored this new move of ours and many of his suggestions later proved of great value. We felt at that time that service around the world for both freight and passenger steamers flying the American flag would do much to strengthen the




A TRIBUTE TO THE
LOVE SYMPATHY AND CONSTANCY OF
GRACE DOLLAR DICKSON
TO HER HOME HER WORK AND FOR HUMANITY
DEDICATED TO THE CARE OF LITTLE CHILDREN
BY HER FATHER AND MOTHER
JAN. 16 1921

THE PRESBYTERIAN ORPHANAGE, SAN ANSELMO, CALIFORNIA
MEMORIAL PLAQUE

stand of the American Merchant Marine. We were constantly negotiating with the Government, trying to convince them of the worthiness of our plans regarding the purchase of passenger boats, but matters were very slow in coming to a head. The Shipping Board suggested we consider the operation in trans-Pacific trade of the "535" type of President passenger steamers. Five of these vessels were already on the run between Seattle, Yokohama, Shanghai, Hong Kong and Manila, but officials in Washington were not satisfied with financial returns. As it later transpired, we took hold of the vessels mentioned and are running them for the Government under the name of Admiral Oriental Line.

DENBY IN CHINA

I was interested in receiving good reports of Secretary of the Navy Edwin Denby's tour of China. Due to the fact that Mr. Denby's father was Minister to China, the Naval executive knew a lot about the country. During his early boyhood Mr. Denby lived in Shanghai and his early influences were such as to give him a real broad knowledge of China. When he was a Congressman, Edwin Denby did a lot to help the bond of friendship between the United States and China. I think it would be a good thing if we had more public executives who had genuine knowledge about the Orient and the Orientals. It would help our relations with the countries of the Far East.

There is an all too common viewpoint in America which intimates that because a man has yellow skin he cannot be a gentleman. Some of the greatest gentlemen I have ever known have been Orientals. The courtesy of the Japanese is very pleasant; and the honesty and the uprightness of the Chinese is proverbial. I have been dealing with the Orientals for the past thirty-five years and I have found some of my truest friends are yellow men living on the other side of the world.

It is very easy for us, as a race, to become wrapped up in ourselves. But all people, especially business men who are constantly dealing with foreign countries, should try to acquaint themselves with the manner and mode of living in other countries. Our American standard of living is by far the most advanced in the world. But we must remember that what is practical for us is not always practical for other races. In dealing with other nations I have always adopted the simple plan of giving them first what they want and then by degrees bringing our methods to their attention.

RECORD RUN

The first trip made by the *H. F. Alexander* on her regular run between Seattle, San Francisco and Los Angeles was done in record time. She came down from Seattle to San Francisco in 36 hours. A successful experiment with a Kolster radio position finder was conducted during the first voyage of the *H. F. Alexander* and steamship companies all over the world got reports of the results which were successful. Battleships have been using radio position finders for a number of years. I understand the *H. F. Alexander* was the first passenger vessel to use a radio position finder.

When I look back on the advancement which has been made during the thirty-five years I have been a ship operator, it is hard to believe we are living in the same world. Modern aids to navigation make it possible for boats to safely enter treacherous harbor entrances and pass up and down the coast. In "the old days" when the weather was bad and the landmarks obscured by fog or clouds the position of a ship was a matter of guess work. Guess work was all right in the open sea, but near the coast and going into harbors it was dangerous.

Radio has brought us a position finder which is good in all kinds of weather. Dr. Kolster's radio invention is very simple. True bearings are gotten by radio signals from lighthouses and light vessels, making it as easy to plot the position of a ship with cross bearings during a fog as when the weather is clear.

Seafaring people thought when wireless was made practical for use at sea that modern invention could not be improved upon. But radio has opened up a far greater field than was ever dreamed of.

CHAPTER FIVE

TRADE in South America got a good boost when the Brazilian Centennial Exposition was opened the latter part of September in Rio Janeiro. I would have liked to have been able to go down there as I have never been to South America but business here kept me from taking the time for such a long journey. Harvey Holleman, Chairman of the Advisory Committee of the Exposition, honored me with an invitation to become a member of the North American Advisory Committee. I had to refuse for the reason stated above.

Although I know there is a lot of fine trade to be had with South America, I think it best to do business with countries where I have had years of experience. The South American trade is so entirely different from what we are accustomed to dealing with in the Far East, that it would take us many years to acquaint ourselves thoroughly with the Latin-American methods. With our round the world line a big portion of our European trade is confined to Mediterranean ports and I feel we are so well established over our own run that we have all we can do to take care of our business.

Since the war, I understand, American manufacturers are meeting strong competition in South America. The Germans are doing their best to get back their commercial leadership. Now is the time for the United States to prove that it is in the foreign business for all time. What is true of the exporting field in South America is also true in the Far East, although the Germans are not able to gain much headway in China, or elsewhere, because of British holdings.

So far our manufacturers are holding up very well. I do not see any reason why this country need ever question its commercial prestige in foreign lands.

While English is now the language of commerce, still one of the most serious drawbacks Americans are up against outside their own country is not knowing the different languages. Chinese is one of the most difficult of all languages for other races to master. Yet, I know lots of white people who not alone speak Chinese but can easily read and write the strange characters. I have several men in our company who can do this and they are very valuable to us. Other Oriental languages are easy compared to Chinese and Japanese. Conversation in Japanese is possible for many white people but few learn to write it.

Malay, which is spoken throughout the Malay Peninsula and in Java, can be learned in a year's time and there are thousands of business men in those localities who speak it fluently. Throughout India, Urdu, popularly known as Hindustanee, is used under ordinary circumstances. It is one of the easiest of all dialects and I have known any number of people who have learned it in six months. In Ceylon where they speak Tamil, white people have greater difficulty.

While English is commonly spoken in all the large cities in the Orient by the merchant class of natives, the reverse is the case in small towns. The business advantage of knowing languages is important. More business is lost in foreign countries through ignorance of languages on the part of representatives than by any other cause. It is flattery to the other fellow if we take the time and trouble to learn his language. By that I mean we show we have enough interest in thoughts of other races to acquaint ourselves with the original expression of those thoughts. Orientals are particularly sensitive and appreciate dealing with a white man more if he has taken the trouble to learn their language. Lots of times the Oriental's knowledge of English will be far in advance of the white man's use of the native tongue, but under the circumstances the Oriental would not think of talking over business in anything but his language.

One reason for the multitude of dialects is the lack of communication. China has practically no wagon or automobile roads. It is not possible to drive with an automobile for more than 15 or 20 miles from the great city of Shanghai. The time is coming when the present paths, only fit for wheelbarrow traffic, will be converted into straight-surfaced automobile roads. Railroads will be extended, making it easy for people to go from one district to another. A universal language will then be necessary. Education of the masses will help greatly to bring all this about, as the same characters are used throughout China.

The following experience illustrates how inconvenient this lack of a universal language is. A party of American Chamber of Commerce delegates were going to tour China, and without consulting those of us who knew better each engaged a Chinese man servant. One gentleman said, "I cannot understand why you do not take a boy with you, it is so convenient to have an interpreter." We went to Nanking 200 miles distant and he came to me and said, "Our boys do not understand this dialect." I replied, "On the trip around China your boys will not be able to understand the language until you return to Shanghai." All the poor boys could do was to talk pidgin English, if they could find Chinese who were familiar with that.

American educators should wake up to this. Less instruction in "dead languages" and more in the "live" ones would be better for the business careers of the students. I think French or any other European language is needed by Americans, whether they are interested in foreign trade or not. Tourists will be able to make much more of their travels abroad if they can make themselves understood. I learned French as a boy in the lumber camps when I worked in Canada. I have never forgotten it and it has come in handy lots of times.

We are a big nation, but like the chain which is only as strong as its weakest link, so are we only as strong as our foreign relations. One of the ways to strengthen these relations is with languages.

DIESEL MOTOR ENGINES

The papers made a good deal of comment about this time about a rumor which was being circulated to the effect that we would purchase a number of Diesel motor engines and install them in our vessels. These rumors were not true. There is no doubt in my mind that Diesel engines are not able to do more than live up to the promises made by their manufacturers but at the present time I do not see where the terrific first cost of installation warrants a change from the reciprocating type. The splendid performance of Diesel engines has placed them on a very high standard but I do not think there will be a drastic change in marine engineering in favor of Diesel engines until they can be manufactured for about half of their present excessive costs.

S. S. STANLEY DOLLAR DELAYED

We shipowners have lots of trouble. There is hardly a day without something coming up; unexpected things we have to straighten out are often pretty serious. In all my years of ship operation I do not remember a more unexpected or unusual bit of trouble than that which happened during the arrival of one of our large freighters the *Stanley Dollar* in Vancouver. Some may think the story I am going to tell is not true but I might say it is a matter of record with port authorities of Vancouver.

For several years, the *Stanley Dollar* had a mascot. This mascot was a goat, which was very playful and tame and had the run of the ship. One remarkable thing this goat could do was climb steep ship ladders. The morning of the day the *Stanley Dollar* was due in Vancouver the Captain was on the bridge watching the course of his ship. Soon the pilot came on board and the vessel continued toward the harbor. Later when the Captain went into his quarters to get the ship's papers which he had left lying on the desk ready to take ashore, he could not find them. He looked everywhere, but no papers. A search of the ship failed to produce the missing documents. It was a bad state of affairs for him and he was certain he had left them on his desk. A member of the crew happened to méntion the goat. With this clue to work on the Captain learned the goat had been seen going down the ladder from the officers' quarters to the main deck about the time the pilot came over the side. Knowing the goat had been near his room the Captain knew where the papers had gone. They were safely stowed away in the goat's

A. MELVILLE DOLLAR

stomach. There was nothing to do but explain everything to the port authorities and keep the *Stanley* at anchor until new papers could be made out. The Captain was made the butt of a good many jokes as a result of his experience and needless to say on the next outward trip of the *Stanley* the papers were put in a place where the goat could not get at them.

THEOLOGICAL SOCIETY ACTIVITIES

The San Francisco Theological Society made a good showing during the year and I was pleased with all the reports, especially those dealing with work in foreign mission fields. The type of men who go into missionary work are very admirable young men. The same is also the case with the men who carry on God's work in this country. It is difficult for young men in these days of big business opportunities to lay aside all thought of worldly profit and give up their lives for Christianity. Yet it is a good thing to know that in this age Christianity is advancing with the help of men who are happy to make the great sacrifice of self in order to contribute their mite toward improving and helping the world.

To the average person of ordinary ideals, matters pertaining to eternity do not matter much until something awful happens to wake them up. Ministers in America today have almost as big a fight on their hands in helping people reach out toward the light, as missionaries have abroad converting the heathen. We are born Christian, but that does not mean we all practice Christianity. Therefore, I feel that the noble work of the ministry needs all the support it can get, in order that this world may gradually grow in grace.

AUTUMN LUMBER SURVEY

I was able to make my usual autumn survey of our lumber holdings in and around Dollarton, British Columbia, during the early part of October. Mrs. Dollar and myself went north to Seattle on the *Ruth Alexander*. We did not remain in Seattle any longer than was necessary to make train connections for Vancouver. Upon arriving in the latter city we went at once to the home of our son, Melville. As I recall I was suffering from a nasty attack of grippe at that time. Throughout my life I never remember being troubled with anything more serious than a cold once in a great while. The good health I have enjoyed all my life I think is a result of temperate manner of living and absolute abstinence from all forms of alcoholic beverages.

At the time of my arrival in Vancouver I felt far from my normal self. Though I never allow anything so unimportant as a cold to stop me from working, I was glad the day of our arrival at Melville's house was a Saturday because I was able to remain indoors over the week-end and get over the cold.

The manager of our lumber department in San Francisco was north at the time and he and Melville had several conferences with me regarding conditions for the lumber trade.

At that time the outlook, especially in the Orient, was bad for lumber. Everything, all over the world seemed to be at a standstill. Though housing conditions were lacking no one was starting a building plan to provide more living quarters. Even the Far East was suffering from the shortage. We lumbermen were in a bad way. Our Shanghai office had advised us to slow up on deliveries as they were afraid they would not be able to take all their shipments for the year unless the big stocks they were carrying in the yards started moving. Though practically four years had elapsed since the last gun had been fired in France, the world was still suffering from the war.

The Orient got ahead during the war as there was a great demand for many of its chief products yet market conditions in that part of the world had failed to stay on a firm basis. Export was at its lowest ebb and, worse luck, none of us knew whether the tide was going to run out altogether and leave us stranded high and dry.

American merchants and manufacturers will do well to remember the bad times this country of ours passed through from 1919 to the beginning of 1923. The chief cause of the slump, as everyone knows, was caused by getting the country to post war requirements. During the war export had been a big thing. American plants and mills worked night and day supplying the wants of the world as well as maintaining millions of men in the Army and Navy. All countries were eager to buy from us whatever we had to offer. We were a busy and prosperous nation. We then experienced little competition because most of the other countries were fighting. We also had our men at the front and were watching the outcome with much anxiety. But though this nation was fighting, she was also supplying the world with her products. Europe, the Far East, Africa, South America, Australia and many others were all good customers of ours in those days.

I make special mention of those wartime conditions because I wish to show what a great lesson it was to exporters. Every big and powerful nation the world has ever known has gotten its power just in this way. The road to power was as plainly marked "Foreign Trade" in the days of Tyre and Rome as it is today. If we can learn nothing else from history, it proves that foreign trade has been the foundation of prosperity for all nations.

Many believe that because the United States is so big and the population so large that there will never be any need for manufacturers as well as farmers to seek trade outside for their surplus products. These people are wrong and time will show that increased trade will bring us big things.

Many years ago I learned this lesson in the lumber business. Then I began to branch out and seek other markets for my product. Out of the increased demand for lumber in foreign markets grew my shipping interests. Today I feel I owe the big portion of my holdings to the activities of foreign trade. I make mention of this because the road I have traveled is open to all industries and success is sure to follow if good judgment is used in picking foreign representatives. The needs of the various world markets must be carefully studied by these men and good judgment used all around.

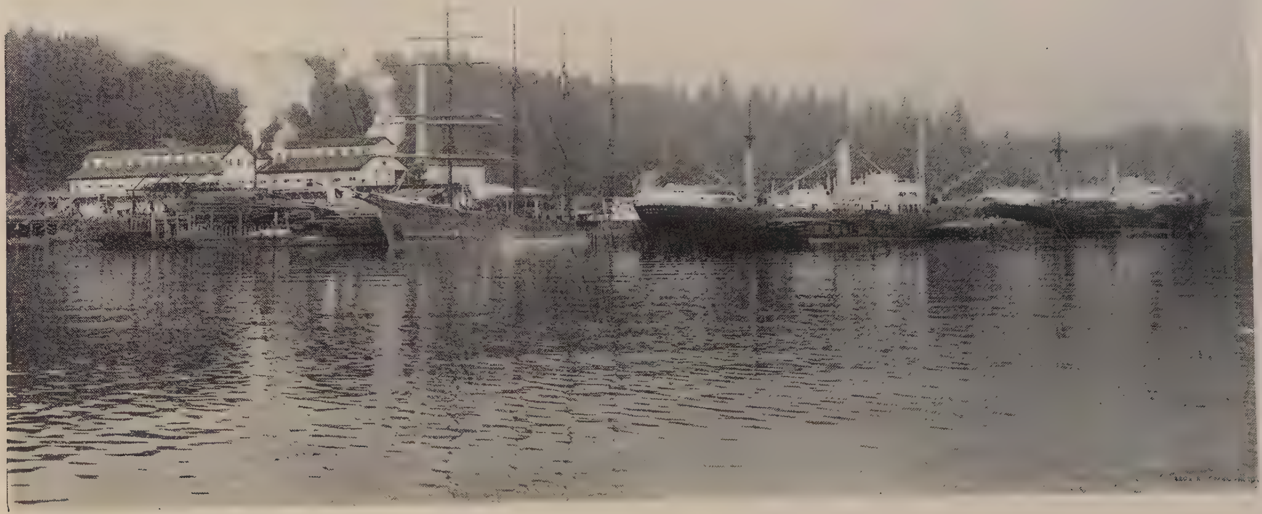
But to go back to the lumber market in the autumn of 1922. We were worried regarding our prospects for the winter months. I was determined during my inspection of the camps and the mill at Dollarton to cut down our overhead to the very limit in order to avoid a shut down. A shut down is bad business all around.

My survey of the world conditions during my trip around the world the previous year had taught me this as regards our lumber business, that lots of houses would soon have to be built or people would be living in tents. I could see it was only a question of time before building would again commence everywhere.

Early the following Monday with my cold pretty well in hand, I went to Dollarton and began by checking over the mill output. I found everything all right, even though things were quiet. I next visited our operation at Union Bay, Vancouver Island. I climbed into the cab of one of our locomotives and rode up to our camp with the empty log train. As is always the case, I was glad to be back in the woods. Three score and four years have elapsed since I made my first journey into a lumber camp in the Ottawa region of Canada, yet nothing has made me stop liking the woods. My career as a lumberman started in a humble way; I was a cook's boy, a servant to the lumberjacks. Later through self-education and hard work I managed to advance from lumberjack to foreman at 21 years of age. After another space of time I started in business for myself. Lumbering is really my life work, but I have gained a wide knowledge of steamship operation during the last thirty-five years so I consider myself really adapted to both callings.

Union Camp, at the time of my inspection, was almost done for as the timber in that region had been about worked out. We were starting to open new headquarters known as Deep Bay. Before I finished my seasonal tour I went up to the new location and found the work on the buildings well advanced.

For the remainder of the week I continued my survey of our holdings in the woods and came to the conclusion that the present condition of our mills and camps would be able to continue profitably, provided certain minor changes were made in order to reduce overhead expenses. It was only a



DOLLAR COMPANY MILL AND WHARVES, DOLLARTON, B. C.

question of time, I thought, before a change for good would happen in the lumber markets of both America and China and we would be able to start up again full blast.

There comes a time in every business when all expenditures must be cut to the bone. We were facing a bad winter, but I never for a moment doubted that we would not weather the storm and come out of it all right. Bad times are good for all men and all businesses because they teach us to be careful in our days of plenty.

NEW LINE FORMED

I left Vancouver for Seattle confident that in less than six months time the lumber business would be enjoying a great increase of trade and as it happened my prophecy came true.

While I was in Seattle I attended several meetings held in connection with the forming of a new company for the purpose of operating for the United States Shipping Board the *"535"* type President Liners between Seattle and ports of the Far East. Up to that time these boats had been under the management of the Pacific Steamship Company. The Government was not entirely satisfied with the results and had approached us on the subject of taking the line over.

Such a move for us meant taking hold of an entirely new end of the steamship business. Up to that time our activities had been confined almost exclusively to the freight field. The boats in question were big passenger carrying vessels.

We finally came to an agreement with the Government and before I left Seattle public announcement was made of the change. Our new company was to be known as the Admiral Oriental Line and we were to operate the following liners for the United States Shipping Board, between Seattle, Yokohama, Shanghai, Hong Kong and Manila; the *President Jackson; President Grant; President McKinley; President Jefferson* and *President Madison,* as well as a number of cargo boats. The gross tonnage of each of the President Liners is 10,000 and they have accommodation for 800 passengers. They are, to my way of thinking, a very fine fleet of boats to represent the American Nation with in the trans-Pacific service.

It made me glad too, to feel that we were being given an opportunity by the operation of the "*535*'s" to help advance the trans-Pacific run to the position of first importance. Some day the Pacific Ocean will figure bigger than the Atlantic in the world's commerce. What the American Nation really is doing at this time is laying the important future relations with the Orient. There is no surer way of strengthening the ties between the East and the West than by first class marine commerce. History shows us that.

The newspapers reported the change of management and the Seattle Times made the following comment:

"The Shipping Board has always felt that one of the most important duties that devolved upon it was the establishment of a permanent American line between Seattle and the Far East, and in allotting its ships to the old Admiral Line it felt that its hopes would be realized.

"The Pacific Steamship Company, the Admiral Line, however, operates many and important ships of its own in the coastwise trade, and the Board felt that properly there had to be a division of attention on the part of the officials of the Pacific Steamship Company, the Admiral Line, between its own ships in the coastwise trade and the allocated ships of the Government to the Far East. Therefore, the Shipping Board finally came to the conclusion that it would best serve the interests of all concerned to make a separation in the situation, leaving the Pacific Steamship Company free to devote all its attention to the operation of its own ships in the very important trades in which they were engaged.

"With this in mind, The Dollars, who are one of the largest stockholders in the Pacific Steamship Company, but who have not been active in its affairs, and who are experienced operators in the Far Eastern trade, were induced to form a new company, to be known as the Admiral Oriental Line.

"The new arrangement went into effect today. Mr. Stanley Dollar becomes President of the Admiral Oriental Line, devoting his entire time to the enterprise, and retains as his vice president, A. F. Haines, who managed the Government ships for the Pacific Steamship Company. Mr. Dollar retains all his interest in the Pacific Steamship Company. The present arrangement merely constitutes a separation of the Government's ships into a company that will devote its entire time to the operation of the allocated ships.

"The officers of the Admiral Oriental Line are, R. Stanley Dollar, President; J. Harold Dollar of Shanghai, vice president; H. M. Lorber of San Francisco, vice president; A. F. Haines of Seattle, vice president."

I am glad Stanley was selected by Government officials to take control of the destinies of the Admiral Oriental Line. I find his years of training have developed him into a man of sound judgment in shipping matters. The fact that the Government has found him well qualified to take over the management of so large an enterprise confirms my opinion.

Now that I am getting on in years I am glad to know that the ideals I have worked for will be carried on into the next generation by those interested with me.

I have tried to impress upon my boys the great necessity for putting aside personal desires when matters of great importance are at stake. Lots of times business makes us do things we do not like to do. I remember when my son Harold set out with his wife for China when only twenty years of age, to take up his permanent residence there. Both were going a long way from home and family but they realized they had to go in the best interests of our business, so they went and smiled over it.

Also when Stanley and his family had to leave their home in Piedmont, and move to Seattle in order that he could be on the job to conduct the affairs of the newly formed Admiral Oriental Line there was no question of personal feelings. It is not easy to pull up stakes and move away from our home, friends and family. But both unselfishly left their homes for the sake of business.

During the many years I have been in business and have dealt with others I have seen many promising young men ruin their futures with selfishness. Business is a big, broad gauge thing. Those who wish to succeed must be willing to make any reasonable sacrifice to get ahead.

I often have young people come to ask me for the secret of success. Success is not the same target for all of us to aim at. What may mean success to me might possibly be failure to the other fellow. One thing is certain though, no matter what we are aiming at. there is only one way to achieve it and that is by hard work.

R. STANLEY DOLLAR

Chapter Six

One of the first important conferences I attended upon my return from the north was the annual stock holders meeting of the Robert Dollar Company. This meeting proved to be one of the most important we have held in recent years because we had decided to vote for an increase in our capital stock.

This step seemed a good move to us. Though ocean trade was by no means booming at that time there was every indication of a great increase in shipping during the coming year and we were anxious to extend our operations so as to place additional freighters in the Around-the-World service. As has always been the case in my business ventures I decided to get in ahead of the other fellow and strengthen and enlarge our service during slack time, so that we would be able to serve shippers when world trade started once more. I explained all this to our stockholders and they readily voted for the increase.

We were getting very favorable reports at the office regarding the progress of the *Diana Dollar*, the first American freighter of our Line to be placed in Around-the-World service. From the time this vessel left San Francisco early in March 1922, bound for New York to the Far East and Europe, we found a ready demand for space on her.

Here again, I took a step that was frowned upon by many, but the venture proved a success. I understand that the *Diana* was the first privately owned United States freighter to ever engage in around the world service.

For the sake of future reference a careful tally was kept on the variety of commodities handled by the *Diana* throughout her journey. We were surprised to learn that the number reached three hundred and four. This record shows what a big demand there is for all sorts of things.

GREAT LAKES CANAL PROJECT

A project which will some day mean a lot to the industrial development of the district around the Great Lakes was brought to my attention in a letter from Charles P. Craig of Duluth. Mr. Craig is one of a number of business men in the Great Lakes District who feel that the opening up of the Great Lakes St. Lawrence Deep Waterway to ocean going ships would do a lot of good for the District. I think this idea would not be much harder to make a success than the navigation of other rivers and lakes. Ocean going steamers go sixteen hundred miles up the Yangtze River in China. That is a very difficult river for boats.

When Mr. Craig asked my views regarding the Great Lakes project, the navigation of the Yangtze River immediately came to mind. To my way of thinking there is no navigable river in the world which presents the same problems as the Yangtze and for that reason if ocean going steamers are able to ply its waters there is every reason to believe that the currents of the St. Lawrence can be conquered.

On the St. Lawrence it will be necessary to construct a canal part of the distance but it should not be hard to do with up to date engineering. Most ocean going freighters have a draft of not more than twenty-five or twenty-six feet so the canal would not have to be very deep. It would have been impossible twenty-five years ago to do this but now it can be done if the people wish to spend the money that way.

Internal waterways are means of the advancement of the American and Canadian Merchant Marine. When the day comes, as I feel sure it will, when the Great Lakes St. Lawrence Deep Waterway is made practical, farmers and manufacturers will be able to place their products on board steamers in any of the Great Lakes ports and have these vessels convey their cargoes directly to all ports of the world. Marine commerce is an endless chain and what blesses one blesses all, therefore, though my activities are confined to the oceans of the world, I gave my hearty support to the venture Mr. Craig is endeavoring to make successful.

BAD WEATHER TOLL

Good seamanship and good fortune made the rescue of the *Stuart Dollar* and the *Bessie Dollar* possible during a violent storm on the Pacific. When seven hundred miles out of Vancouver with a full cargo for the Orient, the *Stuart Dollar* broke her rudder and would probably have been able to put back in port with the aid of a jury rudder if a bad storm had not come up and made the makeshift steering device useless. In answer to a wireless call for help the *Bessie Dollar* hurried to the aid of the *Stuart* and stood by for hours trying to put a line over the bow of the disabled steamer. Big seas and a heavy gale drove the *Bessie* off. Then the main steam pipe on the *Bessie* snapped, making her as helpless as the ship she was trying to save. Tugs finally towed both boats into port. The captain and crew of both these boats were very brave and their loyalty to our interests undoubtedly made possible the safe return to port of both the *Bessie* and the *Stuart Dollar*.

FRESH CHINESE OUTBREAKS

I often wonder if the warring factions in China can ever be made to listen to reason. Internal strife goes on in the different provinces year in and year out and ever so often boils over. This boiling over usually happens along the banks of the Yangtze River. Time after time when I receive reports from our Shanghai office telling of fresh outbreaks, I try to believe that the end of the fighting is in sight. These battles never result in anything worth while and commerce, of course, is interrupted not alone on the Yangtze River, but in all places in China.

I had a cable during November about a fresh outbreak at Chungking which is our upper terminus on the Yangtze. Over 800,000 people live in Chungking. When the Szechwan troops drove the Yunnan troops out of the city it must have been rather exciting.

Like other white people, I have been an eye witness to many engagements like the one which occurred at Chungking. When the armies start blazing away at each other it is useless for outsiders to try to interfere. Interference will probably mean a six foot box and soft music.

I remember one time in Shanghai, when a "war" was raging, a large percentage of the European population went to the Astor House Hotel for safety. The more daring got grandstand seats on the roof of the hotel and only came down when the shells began landing on the roof.

Political intrigue and personal greed on the part of the various generals constantly keep alive the feeling of unrest among the Chinese people. It is too bad but there seems to be no way of making them stop.

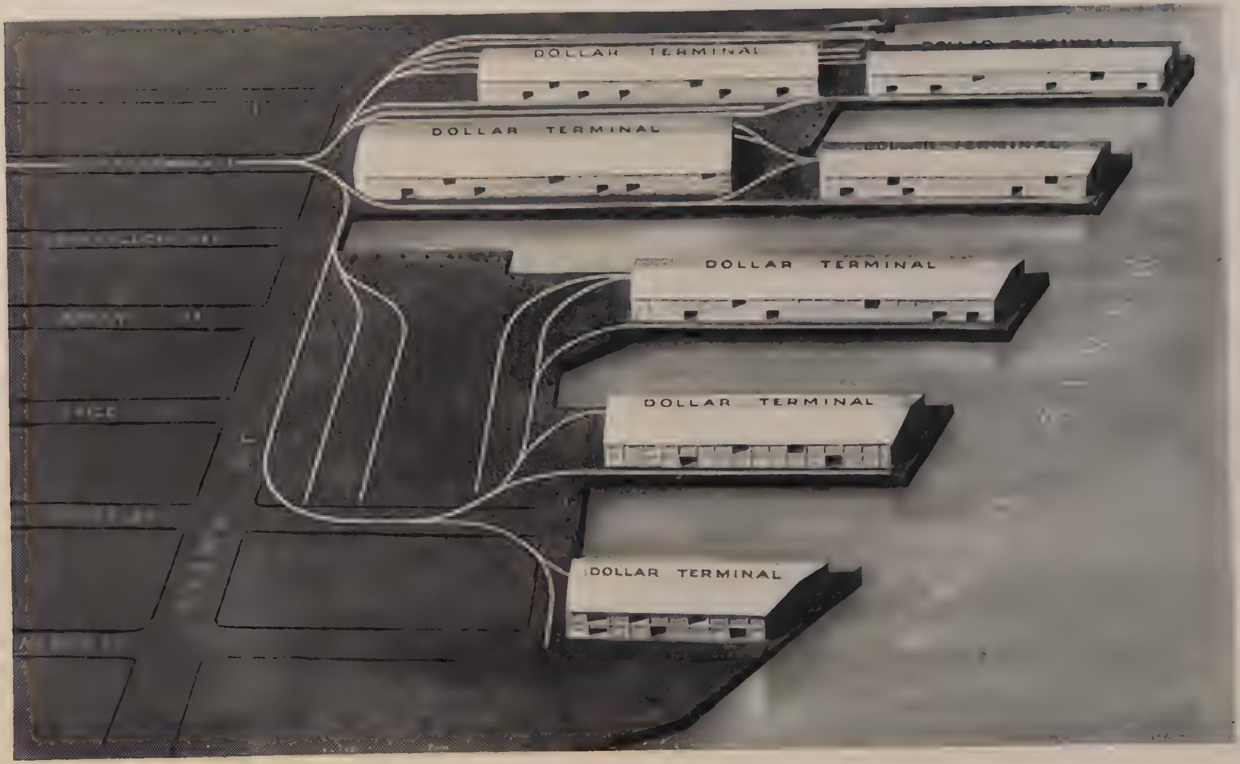
An intense feeling between the Northern and Southern provinces exists and it does not take much for an ambitious general to get busy and start a war if he sees a chance of getting the best end of the bargain.

Much of the seed of dissension in China was sown in the days gone by, by Japan. The Japanese wanted to get Manchuria and part of China. They tried to break down the harmony of the eighteen provinces, to make a loop-hole so the Japanese Government could step in and assume control. The Washington Arms Conference in 1921 had a great effect on Japan's treatment of China. The Japanese realized China was about to find her place as a nation of power and have the allegiance of other great nations. The Japanese knew demands would be made upon them by other nations at the Washington Arms Conference in relation to China so they quickly made a separate agreement with China before the Conference opened, which had the result of preventing any public humiliation.

One of the first things Japan did was to withdraw a large regiment of troops from the city of Hankow. These troops had been stationed in Hankow for many years. Until the Washington Arms Conference loomed on the horizon, China was powerless to oust the Japanese. Hankow is one of the largest cities situated in the heart of China.

I remember how surprised I was in 1911 upon reaching Hankow to see Japanese soldiers drilling in the barrack grounds adjoining our lumber yard in Hankow.

Another reason for the change of Japan's attitude toward China is the will of the Japanese people. For many years military power was the single aim of the Japanese but in recent years, though the military party is still in political


DOLLAR TERMINAL
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PROPOSED PLAN FOR DOLLAR HUNT'S POINT TERMINAL, NEW YORK

power, the attitude of the people has changed and they wish to keep peace with the world.

Japan, to her great credit, has done more than the most sanguine could ever have expected. We are all now confident that peace is assured for a long time to come. The only fly in the ointment is the immigration question. The present drastic legislation was uncalled for and caused by Congress taking the matter out of the hands of diplomats. Their action created strife and ill feeling instead of accomplishing satisfactory results. If the matter had been handled in a diplomatic way, the good feeling and friendship between Japan and America could have been retained.

Japan also realizes China can be far more useful to her as an ally than as a foe and she is adopting her new policy toward China as a means to this end.

HUNT'S POINT TERMINAL

I am a firm believer in looking ahead and planning for the future. It is one thing to be a pioneer and another thing to remain in the pioneer class the rest of your life. It is true that I am one of the early operators of extensive shipping on the Pacific Coast, still I did not assume that because my ships were engaged in the China trade that the trade routes of my vessels should never extend elsewhere. The world, after all, is a big market-place. If you get in the habit of selling to a certain stall and not trying to get new customers you will never grow. The man who is satisfied with just one customer lays himself open to a big risk. If that customer fails in business the salesman loses his all. That is why American manufacturers must reach out to all countries. The "changeless East" is changing and a new map of Europe shows what the war did.

For a number of years, eight to be exact, we have been acquiring small parcels of land for a terminal at Hunt's Point, New York, until now we have forty-two acres. Hunt's Point is situated far up the East River in the territory known as the Bronx. Because lower New York is a network of docks and terminals the certain obstructions in the upper channel of the East River have prevented shipping men from considering Hunt's Point as a terminal site.

The harbor of New York, like the city itself, has grown a lot in the last fifteen years. It will grow again as big in the next twenty-five years. The logical direction for the city's growth will be at the upper end, consequently a terminal in the Bronx will be suitably located and the ships of our line will one day be able to proceed up the East River and dock at our terminal and there discharge their world cargo. Knowing this will some day be a fact I have great hopes for our terminal.

CHAPTER SEVEN

DURING the first week of December the lodge in San Rafael congratulated me on the fiftieth year of my becoming a member of the Masonic Order. The Chinese Free Masons of the World made me an honorary life member of their organization about that time. Though many Chinese are members of the Blue Lodge, the organization of the Chinese Free Masons of the World is not a branch of Masonry as it is known in either England or America. I was very pleased to become an honorary member of the Chinese Free Masons of the World because I knew the Chinese showed real friendship for me when they conferred that honor on me.

Mrs. Dollar and I celebrated Christmas and New Year's at our home in San Rafael. I like Christmas and the Christmas spirit. Mrs. Dollar and I have been blessed with fifteen grandchildren, none of whom are grown yet. So we always have as many of them with us as is possible during the holidays.

On New Year's Day I made the following entry in my diary:

"I commence this year with great gratitude and thanks to God for all His abundant mercies and blessings. Unfortunately I cannot find words to express my great thankfulness and I pray for God's guidance and wisdom this year, as without that all my efforts would be vain and I hope that I might be permitted to do good in this world so that I may leave it just a little better than I found it. In all this I say, God help me."

After making a few personal calls in San Rafael with Mrs. Dollar on New Year's Day, we met Dr. Beattie and the architect and contractor for the Grace Dollar Memorial Building at the Orphanage in San Anselmo and had a long talk with them. Dr. Beattie reported that all work had been finished at the Grace Dollar Memorial Building and everything was ready for the formal opening next day. Later in the after-

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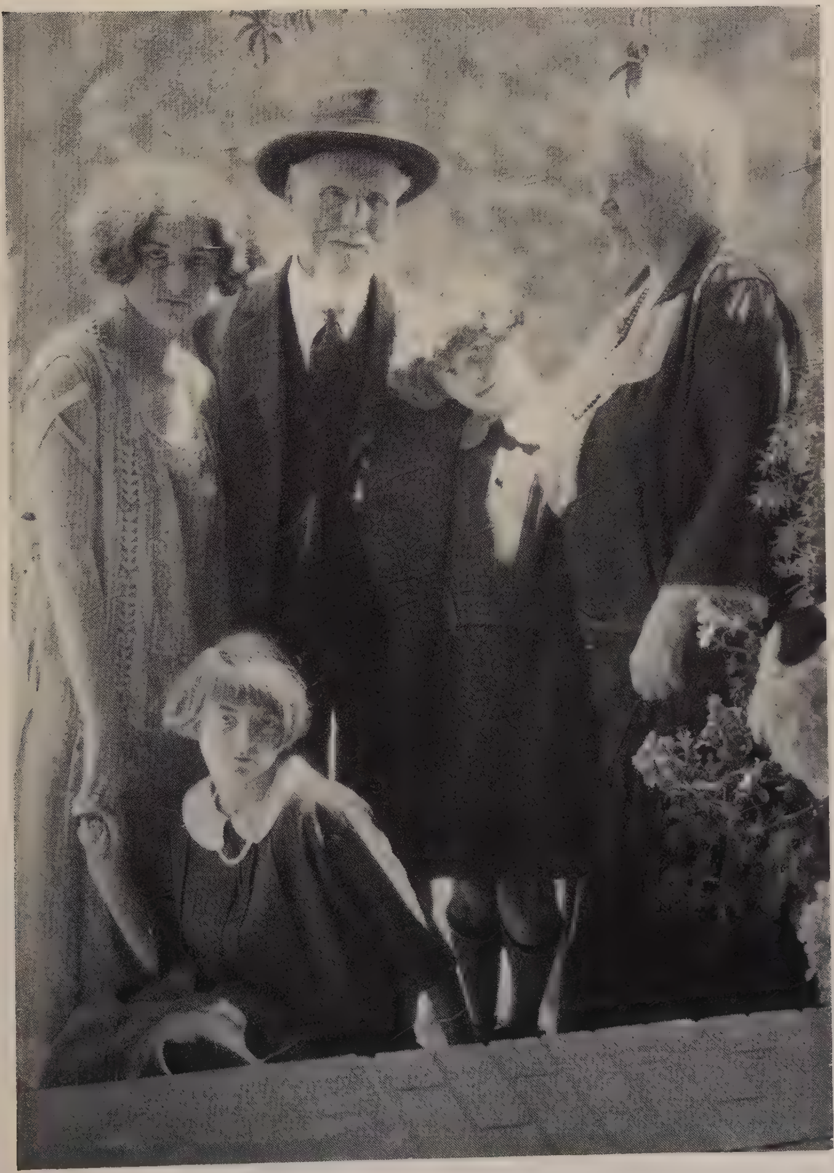
noon, Mrs. Dollar and I drove over to San Anselmo and personally inspected the building and its equipment and found everything in good shape.

Just at sunset we reached the wooded knoll overlooking the San Rafael Park and the beauty and quiet of the scene so impressed Mrs. Dollar and me that we decided then and there to see if it would be possible to purchase this additional piece of property and add it to the Park, so that our fellow citizens could have additional recreation space during their pleasure hours. As it happened I was able later in the month to close with the owner and donate the eight acre piece of ground to San Rafael. This, along with the adjoining piece that I donated some time ago, makes about twenty-five acres in all.

As is always the case, there was plenty of work in our office in San Francisco at the beginning of the year to make the days fly. I wish the days were longer so I could get in more hours of work. This, I realize, is not the viewpoint of most people in this day and age. It has always been my custom to rise not later than six in the morning and work straight through until five. My home is in San Rafael and is a considerable distance from San Francisco. In order to commute it is necessary for me to take both a train and ferry boat. The entire journey requires exactly one hour, so that means that I spend two hours every day going back and forth. But as this time is fully occupied reading the paper and reading letters I never consider that I lose any time by this trip. I have lived thirty-six years in San Rafael and I remember when it took me nearer two hours to make the journey. Though I have never attempted to figure out how many miles of commuting I have done in my life, I feel certain that though I am a world traveler, I have covered many miles between San Rafael and San Francisco, which has added much to my traveling around the world. San Rafael is a pretty town and it rests me to get out in the country after a day in the office.

PORTLAND LUMBER CO. BOUGHT

One of our first important deals in 1923 was the purchase of the Portland Lumber Company. I thought this step over



MR. AND MRS. ROBERT DOLLAR AND THREE GRANDCHILDREN:
MARGARET DOLLAR DICKSON, JANE DICKSON
AND GRACE DICKSON

for a long time as I knew a complete reorganization of the Company would be necessary. Reorganization is expensive business and the lumber market was in a shaky condition just then. Making an investment like the Portland Lumber Company is a mighty big deal to handle as we could not be sure of profits right away due to the bad market for lumber. Things have worked out well for us with the Portland Lumber Company and it is now one of our largest lumber holdings. There is at least 1,600,000,000 feet of standing timber on our property and we also have a splendid up to date electric mill in our yards in Portland. I made a personal survey of the 30,000 acres of timber land before we purchased the company and found that there was enough to last many years.

I enjoyed going into this deal for more reasons than one. The timber is fine quality and the acreage assures us of many years' output. The purchase of the property naturally involved a very large sum of money and also required a great deal of my time. It all happened when we were very busy with our new shipping interests. We had been operating the Admiral Oriental Line for the Shipping Board a few months and were up against all sorts of problems. We had our lumber holdings at Dollarton, British Columbia, to look after and also our fleet of freighters, several of which we were attempting to keep in regular Round-the-World service. You can well imagine I was a very busy man. I kept right at things every day and everything went along well.

"535" PURCHASE CONSIDERED

I went up to Seattle to see my son, Stanley Dollar, regarding our possible purchase from the Government of the fleet of ten 535 feet President boats. We were operating five of these boats out of Seattle in the Admiral Oriental Line for the United States Shipping Board and we thought it would be a good idea to buy all ten if we could get the Government to sell the lot.

There was a great amount of good idle tonnage in America at that time. Millions of dollars were being eaten up in keeping up these unused vessels. They were called "Phantom Fleets" by the newspapers and it was a good name. These idle boats were to be found in every principal American port. Row after row of them were slowly rusting away. No wonder the Shipping Board, under the guidance of Mr. Lasker, was trying its best to turn as many of these ships as possible over to private ownership and operation.

We were willing to consider the purchase of the "535's", but we felt the Government should make some reasonable concessions, not by granting a subsidy, but by making the laws more favorable to American ship owners. As I have already stated earlier in these Memoirs, I am opposed to a shipping subsidy. All that is the matter with American shipping today are the laws governing our marine commerce. Change a few of the laws and the matter of subsidy will not amount to much.

When I met my son Stanley in Seattle, he had just come back from Washington where he had been for a number of months trying to come to an understanding with the Government. Our management of the Admiral Oriental Line had already impressed a number of big Government executives and these same men were willing to help us secure all ten of the 535's. We had already made a bid for these vessels and stood ready to close the deal provided the mail contracts and other matters like that were fairly adjusted.

He went over the whole matter in detail. We both were of the opinion that we could operate these vessels all right if official Washington would only consider the matter from our viewpoint.

Up to that time Government owned and operated steamers had not proven successful to any marked degree.

At the time we talked matters over it looked very much as if we would never be able to purchase any passenger ships from the Government. Stanley was naturally disappointed over the outcome after all his months in Washington. All we could do was let the whole matter drop and go on operating the Admiral-Oriental Line until such a time as the Shipping Board would take our problems of operation a little more into consideration.

For those who strongly favor Government ownership, let me ask one thing. Which is best for the nation, a big industry, such as shipping, run by private individuals, at a reasonable profit, with the owners shouldering all the heavy expenses of the operation of seagoing steamers, or the same industry operated at a loss by the Government?

During the war the Government was able to command the services of every experienced executive in the country whether he was a ship owner or a button manufacturer. We were in the war to win, and we won. When the war was over these executives went back to their private interests and naturally wanted to keep their industries under their own control on a paying basis.

Shipping, like a great many other industries, suffered big losses during the post war slump. Good judgment, stringent economy, well directed initiative and a careful financing are the big things that make a business successful. It is quite true that the Government possesses many of these things, but unfortunately when, to my way of thinking, politics walk in the door, economy and initiative cease to exist.

Without economy no business can be profitable long. When the initiative of executives and their co-workers is destroyed the big thing back of business is destroyed.

Competition is to be considered in relation to Government ownership. Only the strongest survive in shipping where competition is made very lively by practically all nations in the big race for maritime supremacy. One casual glance will show that, with very few exceptions, vessels belonging to other nations are owned and operated by private companies. These companies have the protection and backing of their Government so they get along all right.

Shipping has made and unmade every nation since earliest times. The Phoenicians braved the Mediterranean; so did the Venetian traders; the settlers of America crossed the Atlantic; the famous East India Company opened up the Orient and our clipper ships were once the finest and fastest ships afloat. America cannot afford to drop behind in shipping.

If Germany had waited until 1916 before going to war, she would have dominated the world with her trade. This trade had grown because of the efficient German Merchant Marine.

The sea commerce of England originally started with the British colonies. British boats, always considered the mainstay of the nation, have been privately owned and operated. I cite these facts in order that my readers may have before them our viewpoint and realize that we were acting for what we consider the common good of America when we insisted that the Government meet certain conditions of ours before we bought boats in order that we might be able to run them successfully.

BIRTHDAY IN SEATTLE

I celebrated my seventy-ninth birthday during my stay in Seattle. One of the pleasant events of that day was an invitation I received to attend a luncheon given in my honor by the Seattle Chamber of Commerce. I was asked to address the assembled body and chose as my topic the current condition of foreign trade.

Looking through my notes on that occasion I find that I opened my address by stating that no exporter need be afraid to start in a small way.

Recent statistics show that the Philippine Islands have a yearly copra export of four million dollars so it can be seen how that business grew.

I also brought out in my speech the fact that I was fifty-seven years old before my first ship ever sailed the seas, therefore, it is never too late for a man to decide on a new career.

I managed to spend a day or two at Dollarton, investigating our mill conditions before I left Seattle. The tide of the lumber market had improved and things were going ahead again.

China had just passed through one of the most serious droughts that has occurred in the Yangtze River region in many years, but nevertheless, an increased demand for spring lumber shipments was shown in recent orders from our Shanghai office. This of course helped us in our lumber holdings and was a good sign.

The drought was caused by an extra long dry spell. From August until February, no rain had fallen in the upper reaches of the Yangtze River. Such a drought is a sure forerunner of another one of China's bad famines. When no rain comes for such a long period, the usually fertile soil of Szechwan Province becomes hard as iron and it is impossible to sow seed for future harvest. In cases where the seed has already been sown, the lack of moisture prevents its growth. The toll of suffering that results is awful. One-eighth of the population of the world lives and dies on the banks of the Yangtze River and its tributaries. The Yangtze district is one of extremes, either of great drought or great floods.

Unless one has viewed first hand the pitiful ravages of famine in China, the tide of human suffering can not be realized.

Missionaries play their part in helping the poor people who die by the thousands from lack of food in the various districts when famine sweeps in. Transportation facilities in China, for the most part, are about like what was in use at the beginning of the Christian era. Therefore, it is oftentimes impossible to swiftly transport food to the affected district and the helpless sufferers are forced to starve before assistance can reach them.

Then too, famine in China strikes quickly and in unexpected places and word takes so long to reach the outside world that thousands die before assistance is secured. It certainly is too bad that famines can not be controlled better than they are.

Although March is supposed to be a stormy month at sea, Mrs. Dollar and I had a smooth return trip to San Francisco from Seattle on the *H. F. Alexander.*

IMMIGRATION LAW SNAG

One of the first matters which was brought to my attention upon my return to San Francisco was the entry into America of Wong Kwong and his wife. Mr. Kwong called me on the telephone and I was awfully sorry to hear about his entry. He and his wife were being held at the Angel Island

Immigration Station and the authorities refused to allow them to land without a cash bond. Many years of congenial business relations had caused Mr. Kwong to appeal to me for assistance. He asked me if it would not be possible for his immediate release. I replied that I would be over to the Island as fast as the propellers of a launch could get me there. Before leaving the office, I put my check book in my pocket. I knew I would need it if I expected to bring the Kwongs back with me.

On the Island, I located the Chief Inspector and asked him what he required for the release of Mr. and Mrs. Kwong. He began a long winded explanation and cited the law at length and wound up by telling me that a $10,000 cash bond stood between the Kwongs and entrance into the United States. I at once gave him my personal check for this amount which he could not very well refuse. While he was preparing the necessary papers for the release of my friend and his wife, I asked that they be brought to the Inspector's office.

Mr. Kwong thanked me in clear, precise English. His wife, who had been a school teacher in Honolulu, and spoke English as well as Chinese, said nothing, but smiled her thanks. When the Inspector had completed his clerical work and announced that the Kwongs could now make their way to San Francisco, Mr. Kwong drew a wallet from his pocket and showed the Inspector a letter of credit for $500,000. He said to the Inspector, "I only wished to enter the United States in order that I might purchase a blast furnace in Pittsburgh. My Company is starting a new unit of construction in Hangkow and will require this furnace. But after this cordial official reception, I feel that my business can best be transacted in England. Tomorrow my wife and I will go to New York and there board the first outbound steamer."

For a minute I was tempted to feel sorry for the Inspector, for if there was ever a flabbergasted, uneasy official, it was he.

Kwong lived up to the statement he made the Inspector, to the letter. There is a half-million dollar blast furnace of British manufacture now being fired in Hangkow.

Restricted immigration is something I whole-heartedly favor when it is carried out right. But we, as a nation, are committing trade suicide when we bar from our country men of wealth and position who have come here to buy. Kwong was a Chinaman, yes; but he modestly came to America with a half million dollars tucked away in his wallet. Neither he nor his wife had any intention of remaining in America, yet he was treated without courtesy and classed as a forbidden coolie immigrant, because he was a British subject.

American trade lost more than Kwong's half million dollars through the act of the immigration authorities, for he will ever be bitter regarding his experience, and has many influential friends in China, who constantly import commodities.

Such use of the immigration laws not alone repulse wealthy Oriental buyers, but they also prevent hundreds of Australian and New Zealand merchants from landing in San Francisco. In this manner trade, which would ordinarily be conducted in America, goes to other countries. Canada is already benefitting greatly because business men from Australia and New Zealand go there when they are barred as aliens from entry into the United States.

The exclusion from our shores of those who come to us prepared to buy is bound to work great hardship on our foreign trade. We naturally want to keep out of this country people who would take jobs away from our workmen. Let us, however, see that our immigration helps to increase our trade in order that our American workmen may be free from idleness.

As time goes on and our industries increase ten, twenty, one-hundred fold, we will be forced to depend more on world markets. So we should keep all our present day trade relations in order that they may multiply in the days to come.

Chapter Eight

Mrs. Dollar and I left San Francisco for New Orleans in order to arrive in time for the tenth annual National Foreign Trade Convention, which began May 2nd.

We had visited the quaint old southern city on previous occasions. Our first visit to New Orleans was made shortly after we were married. We again revisited there about eight years ago. It is rather amazing to find how old world traditions still remain rooted in New Orleans.

The commercial and residential sections of the city reflect the progressive spirit of America. The quays of New Orleans are strictly up-to-date. Negroes handle all the cargo. Shambling darky stevedores go about singing. Bales of cotton are stacked on the wharfs awaiting shipment. A singing darky against a background of baled cotton is certainly a real Southern combination.

Stevedoring is mighty hard work. A man must have the strength of an animal to handle cargo. Colored stevedores have great strength and make good stevedores. They all sing as they work and any man who can sing as he stows cargo should be admired. I spent considerable time one morning watching and listening to a crew at work loading the hold of a steamer.

Out in the Orient the gangs of coolie men and women who act as stevedores employ a headman who does nothing but lead their rhythmic singing. But the Oriental, unlike the darky, does not sing because he is happy, he sings because the rhythm of his music helps him to hoist and tug great weights in unison with his co-workers.

We were overjoyed to find some of the old homes still in existence in the residential section of New Orleans. They are nice comfortable places and it is a shame to see them go.

FOREIGN TRADE CONVENTION

The National Foreign Trade Convention opened with a luncheon. The four days of the Convention passed all too quickly for me as I enjoyed every minute of the meetings. The various speakers confined their talks to European conditions during the past war. The reorganization of financial agreements was also discussed with relation to trade with the South American countries. One or two speakers dealt on the problems confronting traders with the Far East. But, on the whole, the Convention was principally devoted to the promotion of further dealings with Europe based on sound credit methods.

Over nine hundred delegates attended the Convention. These men had assembled from all parts of the United States. To my way of thinking the Convention was good proof of the increased desire for greater foreign trade on the part of big men all over the country.

On the last day of the Convention, the Inner Harbor Navigation Canal was formally opened with an address by James A. Farrell, President of the United States Steel Corporation. In his brief address Mr. Farrell expressed his faith in New Orleans as a port with undreamed of possibilities. Personally I think the citizens of New Orleans showed good judgment in building their new canal. It is now possible for ships of greater ocean draft to reach the Inner Harbor via the canal.

The fifty representatives from the Pacific Coast gave Mr. James Farrell an honorary banquet to show the great respect we had for him and his work. I consider Mr. Farrell one of the really big men of the United States and I was therefore very glad to be able to preside over the banquet. A number of very complimentary speeches were made and the affair was satisfactory in every sense of the word.

When it came time to leave New Orleans the general opinion of the delegates was that the convention had really been a great success and was bound to aid in developing the foreign trade of the United States.

OTHER CITIES VISITED

We left New Orleans for New York and stopped over for several days in Philadelphia, where I was a guest at several luncheons given in my honor by organizations interested in foreign trade. I looked over the port of Philadelphia and found things pretty dull. During the war they had been busy enough there, but the shipping slump hit them hard and there was little cargo movement in or out of Philadelphia at that time.

I was surprised to learn that every known article, from locomotives to pins, was manufactured at Philadelphia. That is fine and it should be a big export city. I understand that Philadelphia exports a lot to South America and Europe and the men I met there certainly struck me as being wide awake and anxious to learn all they could about conditions in the Far East.

I then went to New York where our business had been increasing to such an extent as to necessitate a change in the personnel of our staff. It was very gratifying to observe this growth.

From time to time we had been buying parcels of land at Hunt's Point until we had succeeded in getting forty-two acres. We intended to use the property for a terminal for our steamers and to also build warehouses for the storage of cargoes and a lumber yard for our surplus lumber from the Pacific Coast. Such an arrangement would permit us to handle all our freight in a very simple manner and at the least possible expense, as part of our plan included a spur track connecting with the big New York railroad systems.

I had the pleasure of again greeting over a hundred of my shipping friends and associates at "India House." I have come to look forward to this annual meeting with my Eastern friends as a very important event, as we get together and talk over lots of important things. Those get-together-meetings are the very best way to get co-operation and pulling together.

I find it difficult, because I travel so much, to correspond regularly with my many friends. For that reason, when I am able to get a number of them together for a friendly talk, I like it very much.

Edward F. Luckenbach, President of the Luckenbach Steamship Line, acted as toastmaster during the luncheon at

"India House" and William J. Love and Welding Ring also gave short talks.

I thought it was a good idea to bring out the fact that American privately owned shipping was in danger of falling behind again. So I talked to my friends on that subject. During May of 1923, I pointed out we were operating only two privately owned ships, the *Diana Dollar* and the *Stuart Dollar*, from the Pacific Coast ports to and from the Far East, and that they constituted the only privately owned vessels on the Pacific Oriental trade.

I also read out that, outside of the West India trade, there were only fourteen passenger steamers and twenty-two freight boats privately owned and operated on the Atlantic during 1923. I went on to say that these figures were certainly most disheartening and something should be done at once to boost them.

These figures, of course, did not include boats engaged in the inter-coastal trade but only included ships operating in the foreign trade.

I asked my friends to get together with me and help get rid of the harmful marine laws in order that we might all be given at least an even break with other nations. I showed them the big difference between law making bodies of England and the United States, by pointing out that in the Houses of Parliament forty-nine ship owners were members while there was not one ship owner in our Congress. During the current season of Congress, two hundred and ninety-nine lawyers got in the sessions, which is all very well. For our own protection we shipping men need proper congressional representation, but we will not get it by sitting back and waiting. That means every ship owner in America will have to put his shoulder to the wheel and do his share in order to bring this about. We must have reasonable legislation for the protection of our shipping interests.

The time will come when we shipping men, in common with all big industrial executives, will find that as a means of self protection we will have to be represented in Congress by our big executives who know what we need in the way of laws. This does not mean that ship owners will try to wield a big stick, but we must have men who know our business to represent us.

Farmers are well represented in Congress. Shipping is nearly as important as farming.

No other nation ships as many products by sea as we do and yet shipping is forced to shift for itself and exist under lots of handicaps. We need changes in our laws from Congress and we should see that we get them.

I have never yet heard any American shipping man intimate that his policy of operation included the so-called "cut-throat" methods, either with rival American or foreign companies. Therefore, though the American nation is the biggest shipper in the world it does not want a monoply of ocean commerce. But with the backing of Congress putting us on exactly the same basis as our foreign competitors, it will be easy for America to get its fair share of ocean trade.

When I finished my talk, several of my guests added to my remarks and the luncheon became an impromptu meeting of considerable importance and we all got a lot of good out of it.

The Propeller Club of New York, which is made up of shipping executives, asked me to be one of their speakers at a luncheon they planned to give on May 15th, in their new quarters in the White Hall Club. I was very glad to accept the honor of addressing such a fine body of men engaged in the shipping business. The luncheon proved to be another one of those informal get-together affairs when many points of shipping operations were discussed.

Another very interesting function I attended while in New York was a big dinner given at the Waldorf Astoria by the National Association of Manufacturers, who were in their twenty-eighth convention. Labor and union labor leadership were the subjects of the various addresses made. While none of the speakers denied labor the right to organize, the methods of many big labor leaders in the country were criticized. The lawlessness of the Herrin, Illinois, miners, was still fresh in our minds.

John E. Edgarton, President of the Association, brought out a thought which struck me as being fine. He said, in part, that labor leaders carried on their propaganda on the theory that the world owes every man a living and that it is the right of every worker to demand full payment. Such an attitude, according to Mr. Edgarton, is one of the underlying features of class consciousness in America. We come into the world, he said, with nothing and we depart with nothing. What we get during our life usually belongs to us because we have put forth some effort to obtain it. Even those who have inherited their wealth and have never known the joy of a day's labor have to work some to keep their money. In the case of the man who labors, circumstance demands that he reach out and receive full pay in return for his efforts. The world owes nothing; on the contrary, we owe much to the world and all should give payment in honest, fruitful labor.

When Mr. Edgarton had finished his speech, I addressed the assembled body and told them about the collapse of the now famous waterfront strike which happened in San Francisco in 1919.

Up to the time of the dock strike, San Francisco had been known as the tightest "closed shop" city in the world. But when the last rumble of the dock strike had died away, the labor aspect in San Francisco had undergone a complete change. It became the most wide "open shop" community in America. How shipping men brought about this change has lots of thrills.

In the first place, after organized labor along the docks had asked us to meet their unfair demands and got our refusal, they adopted strong arm methods. Day after day things grew worse. Shipping was at an absolute standstill. When we attempted to have non-union men handle our cargo trouble arose. The Unions not alone sent a large number of our men to the hospital, but they went further and included the graveyard. In fact killings became very frequent without any convictions in the courts. Naturally every ship owner and operator in San Francisco had combined forces in an attempt to stop the strike.

Our appeals to the District Attorney went unheeded and the police judges failed to convict any of the strikers, no matter how serious the charges. By this time all mercantile

San Francisco was up in arms over the lawlessness which was daily taking place along the Embarcadero. The labor leaders had lost all sense of decency and it was useless to try and argue with them.

Knowing we could not bring them to reason, we held a mass meeting in the Merchants Exchange and fixed up our plans of action. That meeting was not alone attended by every man connected with shipping in San Francisco, but the entire commercial life and the executive force of the city turned out. We knew we were in for a big fight, which meant that if labor's reign of terror was successful, San Francisco would be bound down by the Unions. To show to what excess labor leaders went, I remember they compelled the United States Government to obtain from the President of the Stevedores Union a permit to allow the Government to go on the wharf to remove a shipment of gold. A copy of this permit was published in the papers.

Before I go any farther, let me again state that I am not opposed to organized labor and never will be. But I am bitter against labor leaders who seek to make use of the members of their Unions for personal gain.

During the meeting in the Merchants Exchange all sorts of suggestions were put up. It was plain every one wanted the strike over at once. I made quite a stir when I said, "As long as we continue hauling our men to the Receiving Hospital and the other fellows stand by, we are never going to get anywhere. I propose that we start in tomorrow morning; when they compel us to send one ambulance to the Receiving Hospital, we shall do the same to theirs."

Everyone was quiet when I said that. I guess they were thinking it over, then wild cheers broke out. Perhaps such methods do not seem very noble now that it is all over. But we had tried every other means of making labor reasonable and got nowhere.

Before the meeting was over a fund of over a million dollars had been collected. The hundreds of men who had attended the meeting knew it was going to be a hard fight to break the strike, but it had to be done.

The next morning things began to happen. Our merchants jammed one of the police courts where several of the strikers were to be tried. The Judge of the court had right along been dismissing the charges against every striker brought before him. On this particular morning the Judge tried to bluff us out by saying he could not hold court with so many men standing around, and ordered the room cleared. Only one man remained standing; he refused point blank to obey the Judge's order to get out. This man was the foreman of the Grand Jury. When the Judge got rather scathing in his remarks, the Grand Jury official started to leave with the threat that he would "get the Judge's scalp." The Judge got good and frightened at this and made one of the men seated give up his place to the "scalp seeker."

With such a body of prominent men in court, the Judge was forced to sentence the strikers brought before him. They were the first, I am sorry to say, but anyway we had gotten something started. The newspapers praised us too and that was good.

That same day the strikers assaulted and almost killed an innocent man who was a stranger in San Francisco who probably did not even know there was a dock strike going on. Three of us who were the leaders in the citizens' fight went before the official and laid our cards on the table. We told him that because of his reluctance to prosecute we had found it necessary to form a vigilance committee and if the serious conditions along the waterfront did not stop at once, our first official act would be to take him and string him up to a telephone pole.

I can see that official yet. He could not believe we really meant it, so he said to me:

"Mr. Dollar, do you mean that?"

I answered, "I was never more in earnest in my life."

My reply brought him to time and he at once promised to co-operate with us, and he did. There was never another man assaulted on the waterfront after that and the strike collapsed in a few days' time.

But I want to tell my readers now, as I told my listeners at the National Association of Manufacturers meeting, that

I deeply regretted that conditions had forced us to use such methods. I have always been a peaceful man, but that dock strike had gone too far for peaceful methods to be of any use.

Oftentimes the laboring man is unjust in his demands. He does not stop to realize just what problems his employer is up against. I have been both an employee and an employer and under both circumstances I have always tried to be fair and give full measure for the value received. That is the only way to do.

Chapter Nine

About the middle of June Mrs. Dollar and I returned to San Francisco from our visit in New Orleans and New York. The first news I got was a cabled report about serious trouble with our river steamers on the Yangtze River in China. The bridges of all boats belonging to us in the river service were covered with armor plate and our Navy provided us with Marines and machine guns, and thus prevented more serious casualties. At Ichang the *Alice Dollar* was boarded by a crowd of rebel Chinese soldiers, who demanded that Captain Tornroth provide them with free transportation to Chungking, another river port. When the Captain refused, they fired several shots and unfortunately injured Mrs. Tornroth, wife of Captain Tornroth, and Mrs. P. C. Windham, wife of our agent at Ichang.

American Marines from a gunboat were sent for in a hurry. The Marines soon stopped the trouble. One Chinese officer and thirteen soldiers were captured. The two women, according to reports, would not have been injured if the bullets had not splintered the steel armor plate of the vessel and sent splinters flying.

This whole disturbance was entirely uncalled for. Such things tend to break the friendly relations between this country and China.

It is very wrong for the lawless factions in China to attack foreigners and do such things as fire on river steamers, pillage trains and carry off European passengers as prisoners. I cannot say enough for the great assistance the Navy gave us in putting Marines on our river boats, as without their help it would have been impossible for us to have used our vessels.

The Peking Government of China, which has been in power for twelve years, tries hard to keep at peace with the rest of the world. Jealousy and lust of money on the part of the opposing Chinese parties is behind every rumpus directed both at the Peking Government and foreigners. This makes diplomatic relations with China about as hard as the navigation of the Yangtze River.

One thing must be remembered about the Government of China, and that is that China, though the oldest monarchy in the world, has only been a republic for a little over twelve years. Other nations, youthful by comparison, had all sorts of trouble starting their republics. So it is not to be wondered at that the authority of the Central Government of China as yet means little to the warring military leaders of the various provinces. All during the period of reorganization the Peking Government has had little cash to set up an army with or keep things going well.

Every nation, and America especially, is trying to help China. One of the important things at the Washington Arms Conference regarding China was the declaration that troops should be gotten rid of as soon as possible, the troops being those which belonged to the Tuchans, or local military governors in the various provinces. These troops usually start the trouble.

The total number of armed men in China is very big. Two million is a fair estimate of the troops the various military governors keep. This standing army is not kept for the purpose of preserving law and order, but is used by leaders in order to increase their personal power and wealth.

This political condition at times seriously hurts American enterprise in China. Although I, in common with dozens of other business men who have large interests in China, try to be tolerant, I nevertheless lose my patience at times because neither side ever seems to get anywhere.

SEATTLE TERMINAL PLANNED

In the course of a conference with officers in our company in Seattle about our lumber holdings, it turned out that certain timber lands really required a careful survey. I suggested I stop over in Portland on my way south and report on the true conditions of the timber lands. We agreed upon this and then went forward with our talk on the matter of our proposed new terminal for the Pacific Steamship Company in Seattle.

OREGON LUMBER CAMPS

On the way south I stopped over both at Portland and Eugene, Oregon. From Eugene I made a trip to the Mabel Mill for the purpose of inspecting the Coast Range Lumber Company mill and logging equipment, and went into the woods and looked over the timber.

I went all over the big electric mill of the Dollar Portland Lumber Company in Portland, Oregon, and was satisfied with the condition of affairs.

Besides this up-to-date and electrically equipped mill, which can cut one hundred million feet of lumber a year, our Company is in possession of seven hundred feet of waterfront and excellent docks, which enable us to load our steamers right at the mill.

Our nearest logging camp is situated at Green Mountain about one hundred miles from Portland and accessible only by a logging train. When I went up to the Green Mountain Camp during the visit of which I make mention, we found very satisfactory progress was being made in the development of this large camp.

The country over which our timber extends in that section of Oregon is particularly interesting as most of our property is in Linn and Lane Counties. It was in these two counties in the early days that many of the most hardy settlers made their homes. They had come across the Continent in the famous covered wagon trains and had found their future prosperity in the beautiful wooded districts of Oregon.

The famous Willamette Valley is also in that district, and traces are yet found of the early habitation of the pioneers.

We have sufficient standing timber on our lands to last for many years to come. I look to this most recent lumber deal of ours to prove a successful venture.

Many people perhaps think now that I should concentrate on nothing but steamship operation. But in this respect I feel both the lumber and the steamship business, so far as I am concerned, are so closely interlocked that for me to disregard one in favor of the other would be wrong.

Out of the export trade of my lumber business I made my start as a steamship man. The carrying of lumber to various parts of the world in my steamers is a good part of our outward bound freight business. Of course, I do not mean by this that lumber is the only product carried in the holds of our vessels. Such is far from the case, but I do mean that each year our vessels carry a large amount of lumber which is the product of our mills and forests.

I spent all of July and the first week of August in San Francisco, and never remember a busier five weeks. We were still bidding for tonnage in Washington. Daily telegraphic reports kept me informed of the conditions there.

In the meantime, shipping in general had taken a turn for the better and our various freighters were sailing with much more satisfactory cargoes than they had been able to secure for many months past.

The larger the business, the more I consider the personal touch of the chief executive necessary. One of the ways in which I put this theory of mine into practice is to personally examine all of our steamers at frequent intervals. I try to make it a custom to go on board as soon as the vessel I am to inspect has docked. In the company of the officers I thoroughly go over the ship, offering suggestions and criticisms when necessary. If everything is to my satisfaction, I tell the officers so.

The successful operation of ocean going vessels lies in the establishment of careful routine. Every man must be on the job all the time on a ship. A survey shows whether they are or not.

PRESIDENT HARDING'S PASSING

While in Portland during August, I, in common with the whole nation, was shocked with the news of President Warren G. Harding's death. On several occasions when I had the pleasure of talking with Mr. Harding I had found in him a very fine, upright man. In my opinion, Mr. Harding was one of the very few Presidents in late years who went to the White House with solid business training behind him.

A business man could lay his problems before Mr. Harding with the knowledge that the matter he had brought before the chief executive of the nation would receive the judgment of a man who had already had much experience in the business world.

With Mr. Harding's passing the United States lost one of its ablest and best Presidents, and it was greatly to be regretted that so fine and true a servant of the people could not remain with us longer.

TERMINAL SITE BOUGHT

During August the Pacific Steamship Company consummated the negotiations for the purchase of the Skinner and Eddy Dock Yards in Seattle, and began making plans for the terminal buildings.

The plans included a five-story office building to house all the executive and operating departments. When finally completed the terminal will consist of three units of piers. The first pier to be constructed showed a measurement of one thousand one hundred feet in length and one hundred and fifty feet in width. One pier of these dimensions is ideal and capable of handling the Alaska and California business. The other unit arranged for was a pier of like dimensions to provide accommodation for the Admiral Oriental Liners. The estimates made for the office building, these two pier units and a third pier to subsequently be constructed, roughly amounted to four million dollars. But I anticipate that much more money will be spent in building this terminal before it is finally completed.

It is our intention to eventually make this new terminal not only one of the largest but one of the best equipped dock terminals in the United States. It will be known as the Admiral Line Terminal, although the Pacific Steamship Company, the Alaska Steamship Company and the Admiral Oriental Line will have joint use of the big docks.

JAPANESE EARTHQUAKE

The almost unbelievable news of the great Japanese earthquake proved a very great shock. Knowing Japan as well as I do, I could picture the damage done to Yokohama and Tokyo by the upheaval of the earth and fire that followed.

When houses and buildings in Japan are not built of stone, the flimsiest sort of wood and matting are used as building materials. It is, of course, the poorer classes who have their homes constructed of wood and matting, consequently the class of Japanese who could least afford to suffer lost everything.

The population in Yokohama and Tokyo at the time of the earthquake was so dense that the loss of two hundred thousand lives is not to be wondered at.

We, in common with all other business firms, lost our offices, but we were fortunate in that none of our employees lost their lives.

America did all she could to help alleviate the terrible sufferings which resulted from one of the worst catastrophes within the century. I placed several of our boats, which were in Chinese waters, at the disposal of the rescue officials in order that food and the necessary supplies could be quickly transported to Japan.

The Japanese are a brave race and I do not doubt that within ten years' time practically all traces of their great tragedy will be gone. To my way of thinking, it must take great courage to live in Japan where earthquakes are of common occurrence with a very bad one ever so often.

When we stop to think that beautiful Tokyo, with its large and modern buildings, beautiful parks and good business districts was partially wiped out in a few seconds, and Yokohama, one of the most promising seaports of the Far East, had its marine activities stilled within the tick of a clock, we come to realize that after all these vast monuments we rear to modern business and industrial life are held in utter scorn by the elements.

It is also the way of the world that no matter how great the person or the city is, should either that person or city cease to be, the world goes on. None of us are indispensable in this scheme of things, but nevertheless we should all strive, whether we be an individual or a community, to make our life as useful as possible in order that while we exist we are a distinct benefit to our fellow associates.

Even though Japan had lost Yokohama, its biggest and finest harbor, the Government quickly made arrangements for the transfer of all shipping to Kobe. Therefore, marine communication between Japan and the rest of the world did not cease when that country lost a good part of its capital, its principal seaport and several hundred thousand of its inhabitants. A short time later the harbor of Yokohama was again in operation and the vessels of the Admiral Oriental Line once more included it as a port of call.

CHAPTER TEN

About the middle of September we were finally able to buy a fleet of passenger steamers from the Government. Stanley wired me from Washington that he had bought for our Company seven passenger steamers named the President Liners, the *President Harrison*, *President Hayes*, *President Adams*, *President Polk*, *President Garfield*, *President Van Buren*, and the *President Monroe.*

These vessels, because of their length, are known as the "522's," being five hundred and twenty-two feet long. Their gross tonnage is 10,538 and they have luxurious first-class passenger accommodations and several are equipped to carry third class and steerage as well.

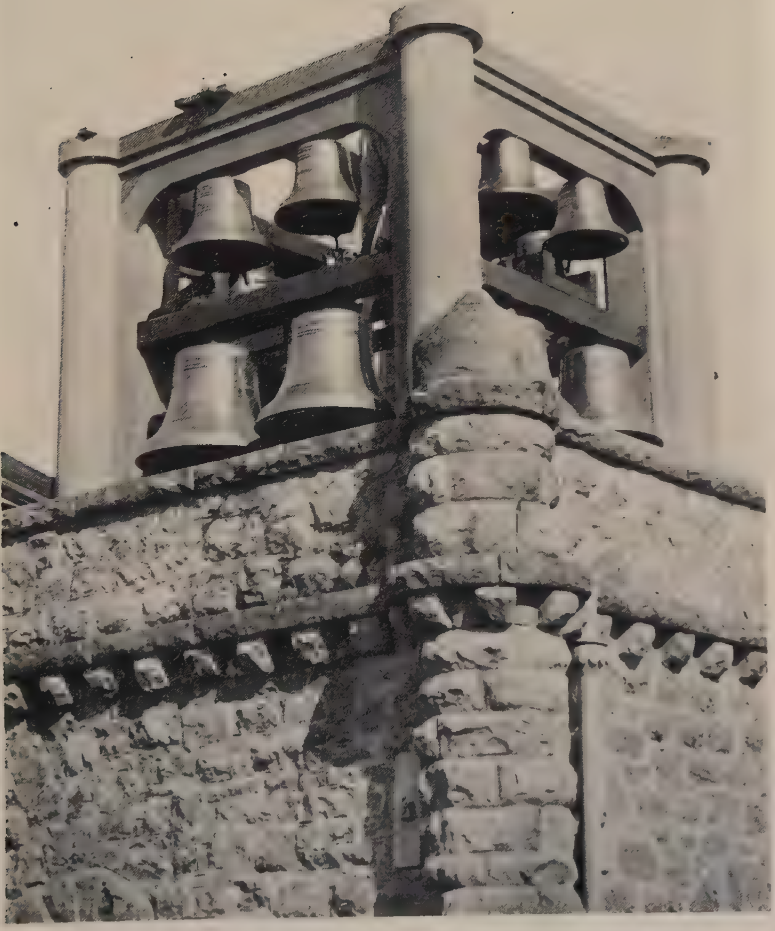
We had decided, as I have already mentioned, if we bought these boats to at once put them in an around the world service. Such an undertaking, we realized, called for a lot of pioneer work, but we thought it a good proposition.

We were doing what no other company had ever attempted to do. Frankly, I think that we are engaged in one of the biggest ventures ever undertaken in the history of shipping. That, I realize, is a rather large statement, but I based it on the splendid results we have already had from our Round-the-World cargo vessels, and as I am writing these words nine months have passed since we sent the *President Harrison,* the first of our seven Liners, around the world.

Everything indicated from the start that our operation of these vessels will prove successful. There is no need for me to again state the many reasons why an around the world fleet of American owned and operated vessels should be successful. The volume of foreign trade throughout the world has really grown to such proportions as to demand such service as we are operating.

PRESENTATION OF CHIMES

The successful work now being carried on all over the world by the graduates of the San Francisco Theological



INSTALLATION OF CHIMES AT THE SAN FRANCISCO THEOLOGICAL SEMINARY

Seminary at San Anselmo, California, is very worthy. I have watched that institution for some time and have followed, step by step, the careers of many of its graduates. Ministers of the Gospel are more needed in the world today than ever before. Though I am a hard-headed business man I have always believed in applying practical Christianity to every problem. There is no way of measuring the good done by ministers because that good is performed in a simple manner and only comes to light once in a great while.

From time to time I endeavor to contribute my mite to help along the teaching of the Gospel, both at home and abroad. The San Francisco Theological Seminary is turning out a high type of manhood whose earnest work should bring much added good to the world.

I decided to give a set of chimes to the Seminary, so I ordered a set of thirteen bells to be installed in the Bell Tower of the main building. These bells were cast by the McShane Foundry at Baltimore and brought around by the Panama Canal on one of our vessels. It is never an easy matter to install chimes, but no delay or accidents marred the placing of the bells in the Seminary Tower. The largest bell weighed three thousand pounds and the others were correspondingly heavy.

The dedication of the chimes was particularly impressive.

Late in the afternoon of September 20th the entire Seminary body, together with a lot of friends from San Anselmo, San Rafael, Ross and nearby towns, gathered in front of Montgomery Hall to listen to the dedication services.

In presenting the chimes, I said: "It gives me great pleasure on behalf of Mrs. Dollar and myself to present to the San Francisco Seminary this set of thirteen bells. We give them in trust to and for the benefit of the whole community. And we hope that the religious tunes that will be played on them will advance the cause of Christianity and that they will continue to do good for future generations."

The whole affair was brief but impressive. Professor Wicher accepted the chimes for the Seminary in the following short address:

"San Francisco Theological Seminary accepts with gratitude this gracious gift. It adds one more to the long list of generous benefactions with which Mr. and Mrs. Dollar have visited the Seminary.

"These bells will shed a spiritual benediction upon our neighboring valleys. To all those who dwell within their sound they will bring a message of the reality of God, of His love and care, and of the duty of His people to worship Him. To many men who are unable to attend the services of the sanctuary they will bring hallowed memories of the hymns of childhood. With the passing of time they will become a unifying influence in our community, strengthening the sense of home and locality and blending with our tenderest recollections.

"One of these bells has been thoughtfully named 'The Children's Bell.' May the deep, resonant tone of this bell strike a responsive note in the depths of the hearts of the children and the children's children of the donors, unto many generations.

"For the service of spiritual ministry unto men, for the increase of beauty and reverence, and above all, for the glory of God, these bells are given by our benefactors and accepted by the Seminary."

The inscription on the largest bell was, "Presented to San Francisco Theological Seminary by Mr. and Mrs. Robert Dollar, 1923."

CHAPTER ELEVEN

SHORTLY after Stanley's return from Washington and preparations were going rapidly ahead for the first Round-the-World voyage of the *President Harrison* I decided also to travel around the world for the purpose of finding out how conditions were in the various ports of call where we proposed sending our President Liners.

Although I had been home scarcely two years from my last trip around the globe, I did not mind going again. Mrs. Dollar fell in with my plans, and we at once began preparing for our trip.

Much as I would like to have been on board the *President Harrison* when she first steamed out of San Francisco Bay in our service, I, nevertheless, thought it better to arrange matters so I could precede our first passenger vessel to China and the Far East. The *President Harrison* finally caught up to us at Colombo, Ceylon, where we boarded this vessel.

We sailed from Seattle for Japan on the Admiral Oriental Liner, the *President Jackson*, on November 10th.

One of the last things I did before leaving San Francisco was to give a luncheon for all of our employees on board the *President Harrison*, which was lying at our pier being conditioned for her maiden Round-the-World voyage. There were ninety-five present at the luncheon. This represented our entire personnel in the San Francisco office.

The number present showed the progress we had made in the last few years. In 1917, when I gave a similar luncheon for our employees, twenty-four were present; in 1921, fifty-six attended; so that the number present for the affair aboard the *President Harrison* represented almost a doubling of our staff.

I gave a short farewell talk at the luncheon and especially made mention of the fact that we were all one big family and that no matter how seemingly unimportant, in relation to the whole, the daily tasks of even our most junior employees might seem, I wanted them to know that they, in common with everyone else, were really playing an important part in helping us to launch and make a success of our newest venture.

I am a firm believer in absolute equality of all employees. Everyone who knows me in business knows I carry out this conviction to the letter, with the result that everyone in our business family goes about their daily work with more or less of a personal feeling of interest in our business. The employee who is merely a cog in the machine is really of little use to himself or his employer. As it often happens this employee may have lots of ability which is never brought to light in the interests of his employer because of the system under which he works.

American history shows that many an office boy has become President of a corporation where he once ran errands, and it is safe to say that the company in which this boy rose from his minor position did not conduct its business along impersonal lines.

Mrs. Dollar and I always try, when we are going on a long trip, to have some one accompany us, because we feel that the joys of travelling are greatly increased when there is some one along to share our travel pleasures. So when we made our plans for our world trip, we decided to take along our granddaughter, Margaret Dollar Dixon, and Dorothy Sharp, one of her friends, who is the daughter of one of my neighbors in San Rafael. The girls were, of course, very keen to make the trip as neither one of them had traveled round the world before, and Mrs. Dollar and I were kept pretty busy answering questions.

The trip across the Pacific, occurring as it did in the winter, was rather stormy. In spite of the bad weather the *President Jackson* arrived in Yokohama only a few hours late.

I had a good opportunity, while en route from Seattle, to observe the operation of this steamer and I might say in passing that the service and management was a very creditable reflection of the high standard of the Admiral Oriental Line.

"PRESIDENT HARRISON" STARTING ON MAIDEN VOYAGE AROUND THE WORLD

ARRIVAL IN JAPAN

Arriving, as we did, in Yokohama a little over a month after the great earthquake, it was rather remarkable that the streets in many places had been cleared, permitting the passage of automobiles.

The sight of Yokohama in ruins vividly recalled the great catastrophe of 1906 which occurred in San Francisco. In the business section of Yokohama, as had been the case in San Francisco, the large buildings had swayed and rocked, finally crashing into the middle of the streets leaving them filled with debris. By the time the flames had passed over the ruins nothing remained but the charred and twisted evidence of the one time office buildings and warehouses.

Temporary buildings had already been erected in Yokohama and the stores had been opened. Business was being carried on in shacks and sheds. It was also distressing to visit the European residential part of the city and view the ruins of countless fine residences.

In the residential section the evidences of the quake were more plainly visible than in the business section of the city. The fire, in most cases, had been confined to the commercial part of Yokohama and had reaped such destruction that little evidence had remained of the earthquake. A number of steel buildings stood the test of the earthquake fairly well, and although they were severely damaged by fire, none of these modernly constructed buildings had been totally demolished.

The offices of the Admiral Oriental Line were located in a temporary building situated next to our old office building of which nothing remained. It was rather depressing to see business conducted under such circumstances, but all the other steamship lines had shacks near us and we all were laboring under the same difficulties.

You can well imagine my feelings when I was in our office and felt the ground begin to tremble under me. One of our officials with whom I was conversing at the time, treated the matter lightly even though he and myself, in common with everyone else in sight, rushed out of the office into the street. There was no danger of the temporary building being demolished, still I can assure you we felt far more comfortable out in the street. There is nothing more terrifying, to my way of thinking, than an earthquake, because when the earth, the one thing we consider solid in this world, begins to shake, all our theories are upset.

The Yokohama water-front presented a particularly bad appearance, and as far as I can see it will require a vast amount of money and labor to return it to its former usefulness. It seemed as if the earthquake had been far more severe along the shoreline than anywhere else, not alone destroying the docks but also sinking the breakwater to a depth of fifteen feet or more, which means that it will have to be removed and a new breakwater built. This is a big and an expensive undertaking but at that time the Japanese Government was already making plans for the restoration of the Yokohama harbor, and big as the job is they will undoubtedly succeed.

The rebuilding of Yokohama as well as Tokyo is an absolute necessity. Though Tokyo also suffered very severely from the earthquake, it was not completely destroyed like Yokohama, but the population in Tokyo is far too dense to permit proper expansion. The harbor is another important factor and the water at Tokyo is too shallow to be commercially serviceable for navigation. Yokohama is really the entrance port and it will, by reason of its strategic position, be rebuilt even though in the future a channel may be dredged into Tokyo.

My son, Harold, was on hand to meet us when we arrived in Kobe. During the short while our steamer was in port, I went ashore with him and endeavored to make a brief survey of conditions there. Kobe had not suffered at all from the great earthquake and was able to take over the sudden import and export business which was diverted from Yokohama after the catastrophe. Harbor traffic was taxed to capacity, and cargo shipments mixed up.

I inspected our offices on Kaigan Dori and found them well able to meet the requirements of our Company. Our staff there was very enthusiastic over the Round-the-World service and eagerly questioned me regarding the sailing of the *President Harrison.*

I anticipate, as time goes on, that Kobe will be one of our most important ports of call in the Far East, as the import and export business of Japan has been leaping ahead so fast during the last twenty years that the future is bound to be very bright.

I was interviewed by representatives of various Japanese newspapers and I noticed that their comments were extremely cordial. One of the papers, "The Osaka Mainichi," published quite a long article under my name, which is given in brief extract below:

AMERICA'S ATTITUDE TOWARDS JAPAN

By CAPTAIN ROBERT DOLLAR

"The Great Majority of the American people are decidedly in favor of Peace and bear nothing but goodwill towards Japan. The Yellow Press and our political demagogues are trying to get votes by abusing the Japanese. They are the ones that are making a great ado and much noise in trying to create ill feeling between the two nations. It is their sayings and doings that are reported in Japan as being the sentiment of the American Nation as a whole. This, however, does not represent the real feelings and sentiment of the American people as a whole."

RECEPTIONS IN SHANGHAI

We were fortunate in reaching the entrance to the river below Shanghai on a favorable tide. We were able to cross the famous Fairy Flats in good time and tie up at our dock early in the day. I was firmly convinced by the size of the crowd which had turned out to meet us that work in our offices was at a standstill as practically all our Shanghai employees, European and Chinese, were present.

Besides the office staff, a number of Chinese dignitaries, many of whom were very old friends of mine, were present. The American Chamber of Commerce at Shanghai of which

Harold is President also had a number of its members on the dock. It was gratifying to know that every one present held high hopes for the future of our Round-the-World service. I was at once bombarded with questions regarding the type of vessels we were placing in our service.

Later in the day I had an opportunity at a dinner given at the Carlton Cafe in my honor, by the American Chamber of Commerce, to tell those interested just what our service would mean to the import and export business of the world and Shanghai in particular.

We remained only a few days in Shanghai before going inland to other cities of importance and I can assure you that during our brief stay in Shanghai I was on the go every minute, and was forced, only because of the limited duration of my visit, to refuse a large portion of the invitations that were showered on me by my friends.

I devoted considerable time to going over in detail with Harold the plans that we had matured in America for the operation of our Round-the-World President Liners. He had been informed by mail what we were undertaking, but there is nothing like a good matter-of-fact talk to help iron out the many rough places which are always bound to occur at the onset of any new venture.

It was interesting upon arriving in Tientsin to find that great improvements had been made in that community during the two years since my last visit.

The European portion of the city of Tientsin is divided into various nationalistic concessions. For many years we have had our lumber yard in the French concession, but with the advancement of Tientsin, this property has become entirely too valuable to use as a lumber yard and we decided that it would be a wise move to sell and transfer our lumber yard to a less valuable piece of land in the Russian concession, as the situation of our property in the French concession makes it ideal for building sites.

In spite of the fact that Tientsin has advanced in the last few years, its progression has been somewhat retarded by the lack of Government funds for the necessary repairs of the railroads which connect this big city with other parts

ENTIRE SAN FRANCISCO OFFICE FORCE ON THE "PRESIDENT HARRISON"

of China. The Central Chinese Government was very willing and anxious to put the railroads in A-1 condition but the constant war and strife of the various surrounding provinces have proven such a heavy drain on the Government funds that the railroads are suffering badly.

While we were in Tientsin the American Association gave a luncheon in my honor and I had the opportunity of telling a large gathering about our new Round-the-World service and also making comment on the growth and progression of China. From Tientsin we went to Peking.

STAY IN PEKING

Being December, the winter cold was intense and I found it rather difficult to get around in Peking with my usual activity. Although from boyhood, when I worked in the lumber camps of Canada, I had been used to extreme cold, I have come through thirty-six years of residence in California to more or less resent the wintry blasts, and besides the cold of China is about the coldest cold I have ever encountered. One reason for this, no doubt, is the fact that the houses have to be built for comfort during the summer months as well as the winter ones, and it seemed to me that the architects favored comfort during July far more than they did warmth during December.

However, we had a very pleasant stay in Peking and many of the big Chinese officials, who live in Peking and who, through years of acquaintance have become close friends of mine, endeavored to the best of their ability to entertain me.

W. W. Yen, who is Minister of Foreign Affairs, gave a very remarkable banquet for me at his home. I use the term remarkable advisedly because practically every big Chinese Government official was present and every man among them seemed glad of the opportunity of making known his admiration and loyalty to Americans and American enterprise.

Talk during the banquet was naturally about the internal upheaval that was constantly going on in China. Yet no one present seemed to be able to offer a solution for it. In many ways it is rather difficult for people who are not in very close touch with China to understand the situation. Fighting in China has been going on ever since the establishment of the Republic, thirteen years ago. The worst part of it is that the cause of these hostilities is principally based on the individual desire for power on the part of the various clever and cunning self-styled Chinese Generals.

As long as they fight, the various generals or Tuchuns are able to exact all sorts of penalties from their less fortunate enemies. It is a case of a "survival of the fittest," "to the victor belong the spoils." I really think that if they would pull up and start doing a little arithmetic, they would find that their fighting is a huge gamble and that in the long run none of them are ahead very much, because one year a certain faction of Tuchuns are victorious and fill the coffers of their provinces with indemnities from the losers. The following year, or it may be two, three, or five years later, the victorious ones are paying indemnities to their enemies who are now on the top of the heap, and so it goes. In the meantime the public is paying the bills and the country is impoverished.

They feel that if they stop fighting their revenue will cease, which, considering the rather unstable source of this revenue, would not in the long run be a real loss. However, it is easy to give advice and I am afraid I will have to join the vast company of watchful waiters and permit the Chinese to find a solution for their problems unaided.

The Rotary Club of Peking gave me a big luncheon. A very touching tribute was introduced into the gathering by Admiral Tsai Ting Kan, who dedicated the following rather quaint poem which he read at the speakers' table:

"Likee you 'The Robert Dollar'
Lookee strong and sound.
Likee you the 'Robert Dollar'
Lookee strong and sound.
Likee you the 'Robert Dollar'
Takee you the world around.

Mandarin Yamen all samee,
Lady passenger no makee sick.
Storms 'The Robert Dollar' tamee,
Get on board, be quick!"

In the company of my son, Harold, who had accompanied us to Peking, I called on as many prominent men as I could. We were, however, rather pressed for time, as I wished to continue on to Hankow and Nanking before returning to Shanghai.

THE GOVERNOR ENTERTAINS

One of the most pleasant surprises which occurred during our visit in Hankow, was a luncheon given by the American Chamber of Commerce. It caused me genuine surprise to see such a large gathering of Americans in a city situated so far in the interior of China. American business methods have taken a firm hold in China and wherever marked progress has occurred it is safe to assume that Americans were associated with this forward stride.

Among the luncheons and banquets given in my honor which I attended in Hankow, was one of rather a unique interest. Governor Hsiao Yao-nan of Honan and Hupeh provinces was host to Mrs. Dollar and myself. Upon arriving at his Yamen in Wuchang we found that he had two regiments of soldiers lined up on each side of the road to receive us and the military display was very fine.

When our Hankow manager learned that I had accepted the invitation he said to me, "Surely you are not going there. It has been published in all the papers, both English and Chinese, that you have said the only way to end the Civil war was to hang all the Tuchuns (Generals), the Governor is one of them. Don't you think that he will make you the first victim? I advise you not to go." I laughed and said I had no fears.

The whole entertainment showed that he could not do enough for us. During the conversation I asked him if he had seen the statement in the papers. He laughed and said that for days he had received dozens of papers, some with head lines that announced Robert Dollar had said all the Tuchuns should be hanged to telegraph poles. I offered to explain, but he interrupted by saying he knew I just said this in fun.

On my arrival from America a dozen reporters gathered around wanting to know what I thought should be done to stop the Civil war. I replied that having only arrived I did not know, but they insisted on an answer and in a joking way I replied, "Hang all the Tuchuns to telegraph poles." This was copied all over China, America, and I learned some papers had published it in England. So one cannot be too careful what they say, even in fun.

After the banquet the Governor walked with us to our carriage. It was a long walk and I asked him to return, but he came all the way, putting us in his best carriage. It made a pleasant evening for us and we came away thinking how few foreigners have the opportunity to see the inner life of the Chinese War Lords.

We stopped over in Wuchang and the Directors of the Y. M. C. A. gave an honorary tiffin for me. Three years ago I donated the money necessary to buy part of the land and erect the building of the Wuchang Y. M. C. A. and the results that have already been achieved by that organization have proved ample compensation for the original sum invested.

At the dedication of this building a Chinese gentleman in addressing the audience turned to me and said: "If you never receive any more benefit from giving this land and building, I consider you well repaid, for when the city was sacked and partially burned by the soldiers, I called out to them that this was a Y. M. C. A. building and they passed it by and burned the surrounding buildings. You can see the ashes of the former buildings all around."

He went on to say that the people had confidence that the soldiers would not touch the building and there were several thousand men, women and children in the building and inside the fence walls.

Later I learned that over 400 young men applied to enter the Bible class, and it was only possible for them to get teach-

J HAROLD DOLLAR

ers for 200 who attended two sessions a week. The number of available young men is the result of a commercial school just across the street, the attendance of which is 1500.

Y. M. C. A. work in China seems to be one of the most successful methods of bringing the younger element of Chinese toward Christianity. When I say this, I do not in any way infer that the work done by the missionaries of China is in any degree less important than that done by the Y. M. C. A., but it does seem that the games, sports, gymnasium and baths prove a great attraction to the younger Chinese element.

It should always be remembered that if it were not for the missionaries who first blazed a trail in China, there would, today, have been no place there for the white business man.

China, today more than ever before, is in need of the healing influence of Christianity. The noble, unselfish efforts of the missionaries should earn the undying gratitude of everyone who is interested in the advancement of China.

A number of years ago when we were in Wuchang, Mrs. Dollar took a great interest in the Blind Girls' School. She did all she could to help them increase the scope of their activities. During our most recent stay in Wuchang she was overjoyed to find that the dozens of little girls who were forced to live sightless lives were being taught useful occupations which would minimize the great handicap under which they lived. Lately we made it possible for them to buy their own lands and buildings.

We made it possible for them to buy a permanent home of their own, removing the necessity of their moving continually as in the past. It was interesting to see and hear some of these girls read the Bible, as quickly and as well with their fingers as we can read with our eyes. They are being taught to work and to assist in earning their own living.

When returning to Shanghai, I stopped over at Wuhu for a brief while to inspect a feather factory which we have in operation there. So far this venture of ours has proven successful. In one of our warehouses over three hundred women were at work preparing feathers for the American market. In all we employ between nine hundred and one thousand people gathering the feathers for this factory and it is surprising the amount of business we are able to do with feathers. Three thousand tons is the average shipment for one year. Our product is principally duck feathers and when you consider the number of feathers necessary to make a pound in weight, three thousand tons means a lot of feathers! Our method of collecting feathers is handled by forty-three different agencies, scattered all over this interior part of China. As the feathers are purchased in small lots they are shipped to Wuhu and there put in condition for the American market.

CHAPTER TWELVE

OUR property and lumber yard at Nanking proved to be in excellent condition. I was very pleased to see what a very fine office we maintained there and that business conditions were encouraging.

I was glad we were able to return to Shanghai in time for the Christmas Holidays as I was very anxious to be present at the annual luncheon that we give all the employees of our Far Eastern offices. The attendance of eighty-four at the luncheon was but another proof of the expansion of our business during the last twenty years.

The first luncheon ever held in Shanghai for our employees occurred twenty years ago and six attended. Gradually, through the years, the number increased until five years ago our Shanghai personnel numbered fifty. The 1923 luncheon was by far the largest and most successful yet given in Shanghai. The enthusiasm and interest everyone present had in our new Round-the-World service was gratifying.

Shanghai has been the distribution center for our lumber imports into China since the very beginning of our trade with that country. We first began our operations there in 1900 in a very modest way. It was only because I had boundless faith in the absorption of a big amount of lumber in China that we worked on beyond the difficult pioneer stage. Little English was spoken in China at that time, as compared with the present day, and white men were regarded with considerable distrust.

The popular viewpoint of the Chinese has undergone a big change in America during the past twenty-five years. The great honesty and straightforwardness of the Chinese business methods have done a lot to build up strong commercial friendship between the two nations.

There is every indication that with the passage of years our activities will steadily increase. I noticed when in Shanghai that our warehouses were so overcrowded that additional storage space was immediately necessary. Talking things over with our officials, I decided it would be wise to put up another building at once and we agreed upon a structure four hundred and fifty feet long and one hundred feet wide. This new godown, or storage place, should help relieve the congestion of our wharf and enable us to handle cargo for our clients without confusion.

CHRISTMAS AT THE SCHOOL

The day before Christmas I visited the village school which I had been running for some time on land adjoining our Shanghai lumber yards. I found that the original capacity of the school for sixty pupils was entirely too small and many other children were eager to join the classes. This example of desire for education is a good indication of the new order of things in China.

The children who attend our school come from the poorer working classes. In the majority of cases their parents are unable to read and write. The Chinese teachers in our school do not attempt to instruct the children in English, but confine the studies of their pupils to Chinese. The records show that in four or five months it is possible for the little students to begin reading and writing their language.

The density of the Chinese population and the ignorance of the majority is the result of centuries of custom and tradition. In order to get an idea of what education will do in one generation for the Chinese, one has only to walk down Grant Avenue in San Francisco and see the splendid and up to date manner in which the first generation of American born Chinese conduct their business.

Education made this advancement possible; education produced a desire for improved living conditions. It is, of course, impossible to attempt to teach the entire Chinese race the English language. Contrary to the opinion of some, I hold that it is far better for the average young Chinaman to possess a good public school education, than a college education.

I have often observed that young Chinamen who have received higher education become dissatisfied with their lot and

SHANGHAI AMERICAN CHAMBER OF COMMERCE DINNER AT CARLTON CAFE

lose all sense of proportion regarding work. By that I mean that they acquire a high opinion of themselves and are unable to become useful business men. They think because they know the theory of business that they should not be required to begin their business careers in a minor position. I do not mean by this that I would ever attempt to kill the ambition of any young man, but I do think that in a large number of cases higher education in China for the poorer element of Chinese is not best for their advancement.

In order that better and more practical education in China might in a very small way be helped along, I ordered a new building to be erected in connection with our school at our wharf across the river from Shanghai in order that one hundred and sixty children could be taught. Four teachers are instructing the little ones. For the time being, the school will take care of most of the village children who are in need of education.

A rather amusing thing happened during my visit at the school. Knowing Christmas was the next day, I had asked our manager to buy Christmas gifts for each of the pupils in order that I might play the part of Santa Claus. It was the first time Santa Claus appeared in that part of the country. When the little ones had each been remembered, I started to leave the school, only to find twice as many children gathered outside. Evidently word must have quickly gone around the village for these children had arrived breathless. Fortunately, our manager had expected just such a situation for I found that he had an ample store of gifts so that none of the village children were disappointed.

I found an opportunity to discuss with those in charge of the school the possibility of introducing the new methods of teaching Chinese by the use of a thousand characters on magic lantern slides. This system was first used in Hankow by the Y. M. C. A. and has proved a great success. About one thousand characters are transcribed onto the lantern slides. When these characters were thrown onto the screen the instructors explained to the pupils just what they meant. I understand it does not take the children more than a few months to learn, in a small way, to read and write these characters.

Such an idea if carried out on a large scale is very good and would mean a complete revision of the old manner of Chinese reading and writing, using several thousand characters, but when you stop to consider the number of dialects throughout China, perhaps the establishment of the Mandarin language would eventually serve to unite China into a closer and more harmonious nation. But railroads and automobile roads are an absolute necessity to make a united China. At present the wheelbarrow roads are so poor that it is difficult to go from one neighborhood to another, hence the reason for so many dialects.

Our Christmas day celebration at the home of my son Harold and his wife was a very enjoyable affair. We had the usual big family dinner and callers dropped in throughout the day.

HONORARY BANQUETS

I received so many invitations to attend various functions given in my honor that it was necessary for me to attend two banquets in one evening. The Chinese General Chamber of Commerce in Shanghai arranged a banquet for me a night or two after Christmas. Fortunately they started this affair at half past five in the evening and I was therefore able to be present and enjoy the company of fifty or more of the most prominent Chinese merchants and bankers of the community until it was necessary for me to go on to the American bankers and merchants dinner which was given in the Astor House at a later hour.

Fong Chu-pa, one of the leaders of the more progressive element of Chinese business men, presided over the banquet. His speech of welcome, which was later reproduced in one of the newspapers, was gracious in the extreme—reading as follows:

"The very fact that you are yourself a merchant and have been at the head of mercantile organizations and the very fact that you have been an indefatigable advocate of foreign trade as a basis of national prosperity and world progress is enough to show how warm and cordial are and will be the relations between Chinese merchants and far-sighted American merchants like your good self. Your personal, friendly intercourse with the Chinese, your great vision of immense developments on the Pacific and above all, your phenomenal rise from a humble beginning to the position of a foremost industrial and commercial leader of the world, your countless philanthropic deeds and your zeal for the cause of education make your personality and achievements a fruitful source of edification and encouragement, not merely for the business men of China, but for all Chinese young men because your successful career has been built upon the solid foundation of high moral principles.

"In conclusion, let me add that as the Chinese merchants had in the past been worthy of the unreserved confidence you had placed in them, so in the future they will redouble their efforts to render more deserving the high opinion of the Grand Old Man of the Pacific, for was it not you who had this to say of the Chinese some time ago when addressing a meeting of the United States Chamber of Commerce: 'In all our years of trading with the Chinese, involving many millions of dollars, we have never lost a single cent, never had one bad debt!'

"A month and a week from today, we shall have the pleasure of seeing on Shanghai waters the *President Harrison*, the first vessel to carry out your far-seeing scheme of Round-the-World trips, and I hope that in the years to come the Chinese will form a high percentage of globetrotters traveling in these vessels of yours. These world tours, now made easier by the facilities which your new service affords, will certainly be a powerful factor in promoting international understanding and good will. As we understand that you are going to give yourself at least another twenty years of active work, we hope you will continue to make frequent trips across the Pacific so that we may see more of you and profit more by your valuable guidance in our efforts to promote the existing happy commercial relations between the United States and China.

"We wish you, Captain Dollar, every success and happiness and we wish all your undertakings an unlimited degree of prosperity; and in token of these wishes we raise our cups and drink to your health and longevity."

Though many of my Chinese friends present at the dinner had a good knowledge of English, the speech given above was made in Chinese and had to be translated.

Y. M. C. A. LUNCHEON

I had an excellent opportunity to acquaint myself fully with all the details regarding the great progress made in recent years by the Shanghai Y. M. C. A., when Mrs. Dollar and I were entertained at a luncheon at the home of the great Chinese merchant's wife, Mrs. Oben. Among the thirty guests present were the directors of the Association and their wives. Several members of the National Staff of the Y. M. C. A. were also able to be with us and at the conclusion of tiffin a general discussion of the affairs of the Association was entered into for plans for branches in Frenchtown and Pootung.

The rapidity with which the various Y. M. C. A. buildings became overcrowded was simply amazing. I remember in 1907 when the "Y" building on Szechwan Road, Shanghai, was being completed, I was of the opinion then that it would provide ample accommodation for many years. Yet, in less than five years it was overcrowded and additional buildings had to be erected.

Later in the afternoon I addressed four hundred young Chinese at the Y. M. C. A. All these young men understood English, and they were as alert and progressive a body as I have ever talked to. In direct contrast to the address I made before the Y. M. C. A. body was a speech I delivered to six hundred students at the Commercial School.

Sir Robert Hotung, of Hong Kong, also gave a short talk during the meeting. All my remarks had to be translated as but a small number of students understood English. Sir Robert made his address in the Canton dialect. Everything he said had to be translated into Mandarin, the more or less universal language of China.

This is but one instance of the great drawback to rapid progress that the numerous dialects of China cause. Every province has its distinctive language or dialect, which in

GENERAL HSIAO YAO-NAN, GOVERNOR OF HONAN AND HUPEH PROVINCES IN CHINA

no way relates to the language spoken possibly not more than a few miles distant, which results oftentimes in grave misunderstandings, and is a serious barrier to the progress of China. One real good thing in this connection is that the characters are the same, no matter what dialect is used. The same is true, to a great extent, of the characters used in Japan, they being about the same as the Chinese.

YANGTZE RIVER STEAMERS

I had an opportunity before leaving Shanghai to inspect two of our upper river steamers, which were laid up for the winter on account of the low water in the gorges of the Upper Yangtze. I knew that these vessels had oftentimes been compelled to stand up against the attacks of unfriendly soldiers.

I was surprised to see how badly the armor plate of these vessels was peppered with bullet marks. The wise precaution of fitting these steamers up with armor plate has prevented many serious casualties.

In looking over these two steamers there was hardly a section of the superstructure that did not have bullet holes. Fortunately all this trouble is a thing of the past on the Upper Yangtze River and I hope this condition will continue. For a change we have been having lots of fighting on the lower river in the vicinity of Shanghai. Apparently this has also come to an end. Now we still have the fighting going on in North China between Wu Pei Fu and Chang Tso Ling. We are getting tired of this continual fighting as it has been going on in one place or another for the past dozen years.

We are determined to carry on our river trade, although several times when the fighting has grown bad in the upper reaches of the river we were about compelled to give it up, but the American Navy placed Marines on our steamers with machine guns. This official action prevented us from discontinuing the service.

There is no use trying to argue with the various leaders of the insurgent armies as they make their living out of the money they can extract from the dear public. We think it wiser to stick to the middle course, and, after taking all precautions necessary for the safety of our employees, continue running our river steamers on a regular schedule under the protection of our Navy. I had an amusing correspondence with the Chinese Minister of Foreign Affairs. When I arrived in Ichang a couple of years ago most of the city had been sacked and burned and the contents of our office had been totally destroyed for the second time in six months. I wrote the Chinese Minister of Foreign Affairs, telling him all the details and asking if he did not think twice in six months was too often. He replied in the same friendly strain that he had carefully read over my letter and agreed with every word of it; that twice a year was too often for this to happen and that in future he would endeavor to see that it only occurred once a year.

I had a splendid opportunity to fully explain to a large gathering of Chinese lumber dealers our methods of lumbering on the Pacific Coast. These lumber dealers honored me with a dinner during my stay in Shanghai. The affair proved to be of mutual interest and we had a pleasant evening.

AMERICAN SCHOOL OPENED

A long felt want has been filled by the building of the American school in Shanghai. Due to the fact that there are such a large number of Americans continuously resident in China, the matter of proper education for their children has been one of the principal needs of the community. The need of education usually forced the parents to send their children to America and in this way many families were divided, which was bad. With the opening of the new school it will no longer be necessary for parents to send their boys and girls to America.

My son Harold, who himself is the father of three children who are now of school age, was one of the active members of the group which made the school possible.

I was asked to make the official dedicatory address and I might say that because education is, to my way of thinking, the most important asset any boy or girl can have, I made the following remarks with great earnestness:

"The American community of Shanghai should be congratulated on this fine large ground and the substantial buildings. It is a great credit to the community and to the American people. An American school in Shanghai is a necessity. American interests have grown to such proportions that the community must be served by educational advantages. The building of this school keeps many families together that otherwise would have to be separated in order that the children might return home for an education.

"I am greatly surprised at the number of students; I had no idea that there were so many in Shanghai. This building is for the future, not only for these children but for those to come afterwards. To those who furnished the money for this splendid school, I say all honor to you. With the growth of trade and American participation in that trade this building was needed badly.

"It is difficult to foresee the great future of this city located as it is on the Yangtze River, in whose valley are one-eighth of the world now living, and who have just begun to participate in foreign trade and foreign commerce.

"Americans are far more interested now in China than they have been in the past, hence the great growth that has taken place. The Missionaries have paved the way and it is now open for the merchants to follow. Outside of United States territory, Shanghai has the greatest American community, it is increasing very fast with good men and it is of vital importance that the school be established, as it will aid in getting Americans to remain permanently in China, which is of great necessity if we are going to hold our own.

"Let us then dedicate this building first to the service of God and as an auxiliary to Christianity. The foundation is then on solid rock. I hope that the dignity of labor will be taught and each pupil will gain some thought for usefulness while within its walls.

"While we are busy with providing things for ourselves, we must remember that we are doing business in a foreign country, and that country belongs to others, and we should all strive to get the good will and friendship of the Chinese.

"Therefore, it is my great privilege, in behalf of the donors and friends of this school, to dedicate its buildings to teach the blessing and benefit of Christianity, the dignity of labor and to serve as a bond of community fellowship and to promote international peace and good will."

ONE OF THE MANY CLASSES OF PUPILS IN THE DOLLAR SCHOOL

Chapter Thirteen

Our party left Shanghai for Hong Kong and Manila on the *President Madison.* Harold accompanied us as far as Manila. We were busy during the voyage going over the final plans for our Round-the-World service. While our ship was in port at Hong Kong we were entertained by many of the prominent American and British business men of the community.

A large tiffin was given in my honor in the Hong Kong Hotel, and it proved to be a most cordial affair. Everyone showed great interest in our Round-the-World service, and I might say I was glad of having this opportunity of telling such a representative gathering our future plans of operation.

Hong Kong, while geographically and commercially entirely different from Shanghai, is a fine city. There are comparatively few Americans in Hong Kong. Shanghai, on the other hand, has a very large American population and business in that community is conducted more or less along American lines; whereas in Hong Kong the British are in control and a decidedly Old World way of doing things prevails.

The Harbor at Hong Kong is decidedly more picturesque than the river which provides Shanghai's access to the sea.

A WEEK IN MANILA

We arrived in the morning and at noon a great luncheon was given me in the great dining room of the Manila hotel which was full to overflowing. Governor Wood, officials and the merchants were present in large numbers.

We remained for a week in Manila and I had a good opportunity to carefully check up on all the facilities of that port for our Round-the-World steamers. Manila has always impressed me as being one of the most unique cities in the world. Situated as it is in the heart of the Far East, it is neither East nor West. In fact there are times when no imagination at all is necessary to make the visitor feel that he is in Spain; then, the turning of a corner will bring him into a noisy Oriental bazaar.

I have over the space of a good many years watched the progress of the Philippines as a whole and Manila in particular. I find that the Islands have more than justified my early predictions regarding their growth and prosperity. Manila, too, is taking her place as a port of great importance in the world's commerce.

While in Manila I called upon Governor-General Leonard Wood and was intensely interested and enjoyed the talk I had with him. General Wood, to my way of thinking, has a perfect understanding of conditions in the Philippines. In conversing with me he made plain that he was trying to govern the Philippines in a manner that would help everybody.

General Wood told me he was actively interested in the construction of good roads in the Philippines as he felt modern motor transportation in the Islands would eventually prove commercially profitable. He told me that a number of companies were able to operate fleets of motor trucks, where the roads were passable, into the outlying districts and return with all sorts of exportable products.

General Wood was enthusiastic over our Round-the-World service and told me we could count at all times upon his entire co-operation.

The Manila "Times" printed the following editorial:

OPTIMISM

Manila Times—January 11, 1924.

"Someone has said that a pessimist is a person who has lived for some time with an optimist. While chronic optimism doubtless leads sensible people at times into the throes of despair, yet it would be futile to deny that there are times when the assumption of anything but a rosy outlook on the future is unjustifiable. We seem to have arrived at a juncture of affairs in the Philippines which gives ample ground for a most favorable outlook.

"Last Wednesday several speakers at the luncheon of the American Chamber of Commerce, including Governor General Wood, gave evidence that fundamental economic conditions in the Islands are sound and that every indication pointed to a most happy and prosperous future for the Islands. The Governor-General in particular was very optimistic, and he supported his viewpoint with facts and figures.

"That grand old man of the American shipping world, Robert Dollar, at the Rotary Club meeting yesterday expressed his unbounded faith in a brilliant future for these Islands and the entire Far East, which he said was rapidly becoming the premier trade field of the world. Although eighty years old, he expects to live to see the day when this prediction will be realized and Manila will have become the big American trade center of this part of the globe. Captain Dollar is a man whose words on this subject must be taken seriously.

"Politically, things are also moving toward satisfactory eventualities. Governor-General Wood at the American Chamber of Commerce meeting above referred to intimated that an understanding between the executive and legislative branches of the government was in the process of realization. Newspaper reports state that the Governor-General is scheduled to address the gathering of 5,000 or more Filipino veterans of the Revolution to be held at Malolos, Bulacan, during this month. The Philippine Senate has adopted the Chief Executive's budget with the exception of a few inconspicuous items. In the United States, the independence agitators have been reduced to the expedient of seeking the support of the radical elements in Congress, evidently a sign that they cannot obtain a satisfactory hearing from the big American parties. This would seem to spell an indefinite postponement of independence, which constitutes an excellent augury for the recognition of the fact that a territorial government exists here which needs only amendment to operate effectively.

"All in all, events are shaping up in such a way as to afford satisfaction and gratification to those who have had misgivings as to the economic and political future of the Philippines. The Manila Times believes that, judging from all signs, a satisfactory settlement of the Philippine question will be arrived at within a year and that within this period the Islands will have embarked upon what will prove to be the most progressive and most prosperous period of Philippine history."

Before leaving Manila for Java I personally saw to it that all arrangements were completed for the reception of the *President Harrison* in Manila. Docking facilities in Manila are modern and there is always a large freight movement from that port so I did not anticipate that we would encounter any difficulties upon the arrival of the *President Harrison.*

I felt business conditions in the Philippines were bright, and though the sugar men were not disposing of their product, due, no doubt, to the fact that they anticipated a rise in prices, the general tone of the export market was brisk.

I was entertained by various clubs and organizations while in Manila and in reviewing my stay there I can only say that everyone seemed to do their best to make my visit enjoyable.

CONDITIONS IN JAVA

Mrs. Dollar and I arrived in Batavia late in January. Java was, of course, a great contrast after Manila. I was anxious to make a thorough survey of conditions throughout the Dutch possessions in order to arrange the future routing of our steamers.

The harbor of Batavia is located at Tanjong Pryock, a small settlement located by the sea about six miles distant from the city. The erection of a large sea-wall has made the harbor possible and, while several modern piers have been built, the general practice of regular steamers is to lie at one of the buoys inside the breakwater and there lighter their cargo.

SIR ROBERT HOTUNG OF HONGKONG

I was interested to note that the kind of canals they have in Holland have been built by the Dutch in Batavia. These canals make it possible for the big teak lighters to conveniently discharge their cargo in most any part of the city.

The new foreign residential section of Batavia has been recently opened up. Locally it is known as Weltevreden. I doubt if anywhere else in the world you will find more unique street cars than those which are to be seen on the streets of Weltevreden and Batavia. A street car is a street car, but when it is pulled by a locomotive without any fire under the boiler, it is at once placed into the class of the unique. Upon inquiry I found that the locomotive boilers are filled with steam from a stationary boiler every time the train reaches the end of the line.

This method of steam operation came as a distinct surprise to me as I had no idea that it was possible to keep steam up in this manner.

As is my usual custom, I called upon as many business men as I could during our stay in Batavia. I visited our steamer the *M. S. Dollar*, which was discharging and loading cargo at Tanjong Pryock, and was pleased to find that this vessel was carrying a good cargo.

In order to visit Samarang and Sourabaya it was necessary for us to make the journey across country by rail. I found the railroads modern and up-to-date and our entire journey of four hundred miles was made in very good running time. No sleeping accommodation is provided on the trains and we stopped overnight at Cheribon, one of the smaller port cities, located along the railroad line.

Situated in the heart of a very rich agricultural district with both rail and water transportation at hand, Cheribon gives every indication of some day becoming a city of great importance in Java. At the present time, even though Cheribon is an open port, cargo shipments are rather restricted. In the vicinity of this city there are large sugar cane estates and also big coffee and kapok plantations. Due to the fact that kapok trees average about fifty feet in height, with limbs which resemble nothing so much as the yards of a square-rigged sailing vessel, it is possible to plant coffee plants under them. It was also interesting to note the teak forests during my rail journey. These forests had been planted years ago and are now nearly full grown and ready to cut for lumber.

Road building has not been neglected in Java. The highways are good and reflect modern progression. The majority of roads are well shaded by tall lines of trees which have been planted on each side.

In Java, as elsewhere in the Orient, the older and cruder methods of distribution still survive, and buffalo carts crawling along convey most of the products to the big distribution centers.

Many one horse carts and some of the old fashioned victorias are still in use, even though high powered automobiles can be had.

PORT OF SAMARANG

I found Samarang a very attractive city with an excellent suburban residential section located in the hills. Rapid automobile travel has made this suburb accessible to the business district in about twenty minutes' time. Samarang is an agricultural distribution center and manufactures nothing of exportable value.

Arriving there, as I did in the early part of February, I found shipping conditions very dull. This, I understand, occurs every year during the months of February and March, as the sugar harvesting commences the first of May and ends the last of September. Coffee and kapok exports also suffer a deflation during February and March from that port.

Steamers calling at Samarang are forced to lie at anchorage from two and one-half to three miles out. At that distance there is over five fathoms of water. A breakwater has been built to protect the lighters, and canals ten or more feet deep have been dredged in the city proper. The wharves and godowns are built along one side of the canals, and the facilities at hand for their method of handling cargo are as good as can be had.

Great expense would be necessary to make Samarang into a steamer harbor and shipments at the present time do not seem to warrant such an expenditure. I do not doubt though that at some future time Samarang will be given a harbor as there is every indication of a steady export growth.

On the small island of Java live over thirty million people. I doubt if anywhere else in the world does such dense population exist. I understand that statistics have shown that there are six hundred and seventy-two inhabitants to the square mile. When one considers that a lot of the island is very mountainous and volcanic, the population of the lowlands can be likened to a huge human beehive.

The Dutch have proven wonderful settlers as the great advancement of Java attests. The majority of the Javanese belong to the Malayan race and are not what one would exactly call an energetic people. No doubt the climate is the cause of this as it is very hot there. All the natives, however, seem happy and contented. They require very little of this world's goods to sustain them. The clothing for both men and women consists of a short, little jacket and a yard and one-half of brightly stenciled material which is known as a sarong. They wind the sarong around the lower portion of their bodies and secure it tightly around the waist. Shoes have not yet been adopted by the natives, but occasionally they are seen abroad walking under the protection of an umbrella. Curry and rice form the principal staples of their menu so it can be readily seen that daily existence for the natives of Java is a very simple matter.

SOURABAYA EXPORTS

Due to the fact that we had to wait for a steamer to go to Singapore, we remained in Sourabaya five days and consequently I was able to make a pretty thorough survey of the port. Twenty-two years had elapsed since I had last been in Sourabaya so, of course, the city had undergone big changes; in fact it was difficult to recognize it as the same city I had visited.

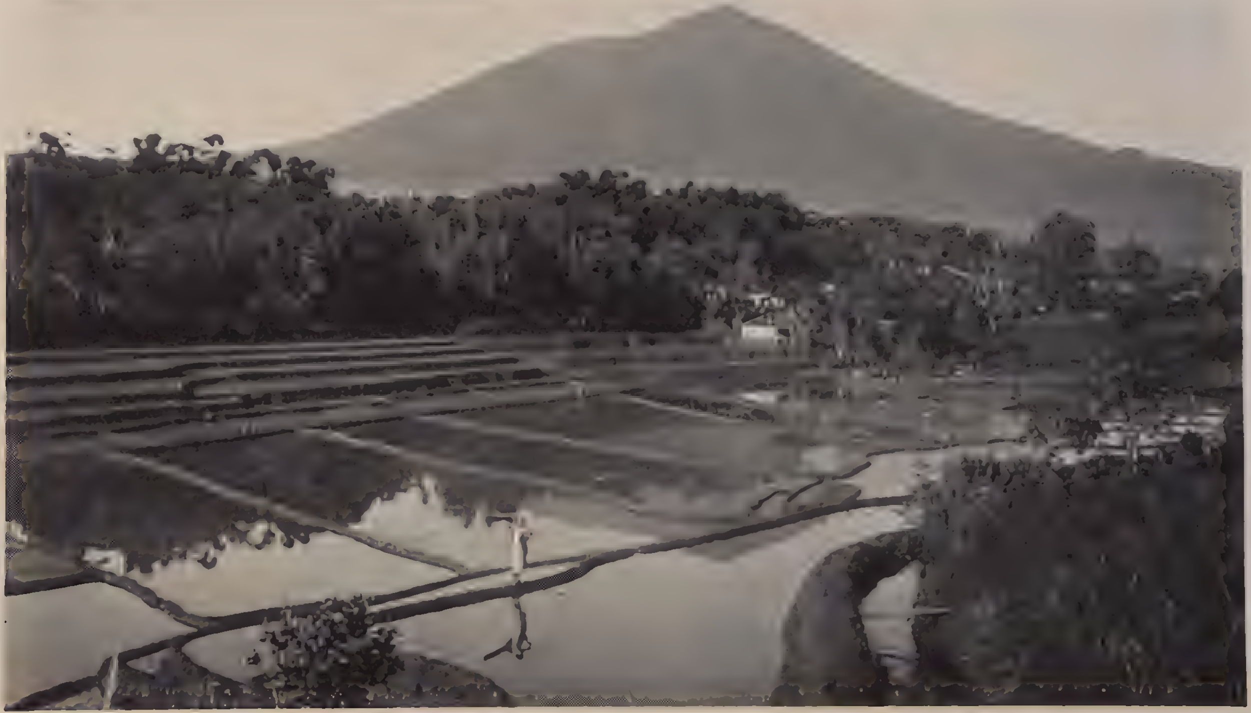
Upon the occasion of my previous visit ships were compelled to lay at anchor between the Island of Madura and the mouth of the river and the cargo was handled by lighters. At that time the godowns were situated on the left side of the river, the other side being a big swamp. The years have changed things and the inner harbor of Sourabaya now has every facility for the handling of large ocean steamers. In former years the entrance to the harbor was from the east, but the entrance has now been changed and all vessels use the western portal.

While in Sourabaya I made a number of calls upon the prominent men of the community and found a ready spirit of co-operation. According to the American Consul in Sourabaya there are only fourteen Americans resident in his district, which to my way of thinking is rather unfortunate.

The United States absorbs a goodly portion of their products as the following table of Java's principal exports for 1922 show. One thousand nine hundred and twenty-eight tons of sugar were exported to the United States. The *Robert Dollar* carried the entire shipment.

Sugar	1,841,714	tons	
Copra	102,452	"	None went to the United States
Tea	64,140	"	2,342 tons went to the United States
Rubber	35,162	"	18,887 " " " " " "
Tin	13,550	"	6,929 " " " " " "
Kapok	11,732	"	7,071 " " " " " "
Tapioca	64,140	"	30,354 " " " " " "

I think the hotels of Java are about the most unique I have found anywhere, both from the standpoint of service and design. The main hotel buildings, which are used by the guests as a gathering place, are set back about one hundred feet from the street, enjoying the shade of large trees. The sleeping quarters are in separate two-story buildings which have been erected parallel with each side of the main buildings, the whole forming a big "H." Forty feet or more separate these buildings from the central unit in order that the air may not be shut off. The little plaza in front of the main buildings is paved with marble, and tables and chairs help to make the place comfortable. Instead of windows, each bedroom has screen doors which helps the circulation of air. A good sized private sitting room adjoins each bed-



RICE CULTIVATION IN JAVA

Photo by Garoet

room. I found the food good; but upon retiring I discovered that the hotel keepers do not provide bed clothes for their guests as they feel that the pillows and sheet which covers the mattress are all travelers require in that climate.

The officials of the Amsterdam-Batavia Hamdelvs Company were kind enough to see that I was given an opportunity to inspect their large kapok presses and godowns. I was first taken to a nearby plantation and shown the simple method employed for the harvesting of the big kapok pods. These pods, which are about the size and color of a large banana, are detached from the trees with bamboo poles. The pods are then turned over to women who open them and sort them into first and second quality. These women are paid fifteen cents gold a day for their work. In Java that is considered a good wage. Over 300 were employed in this plant.

After the kapok has been graded it is placed on a big tray and covered with wire netting as it is so light and fluffy that the merest breath of air would carry it away. After it has been dried for a time, it is sent to the presses and made ready for shipment. In the first press the kapok is pressed down until it is twelve or fourteen feet in the press. Another press compresses it until the bale is about six feet thick. It is then put through two additional presses which constrict it to about three times the measurement of a cubic ton.

It was explained to me that it was possible to press kapok much tighter than this, but when such a course is adopted the product fails to regain its former elasticity and flossiness when released from the bales at its destination. The compressing is done to save ocean freight.

Kapok is harvested from November until April and the average yield per acre for a grove of these trees is estimated at about $50.00. Each year a tree will produce from ten to seventy pounds of kapok and the current quotation for exporting kapok at that time was $32.90 per pickul (136 pounds). So although the profit of $50.00 per tree seemed a very large yield to me, the trees undoubtedly produced this amount of kapok.

The best quality of kapok, I understand, comes from the district around Samarang and that port tops the list with the export of this product.

I was interested in the teak wood market and visited several lumber yards in Sourabaya. The Government order, which formerly prohibited exportation of teak wood from Java, has been rescinded and it is now possible to consider the purchase of this lumber for foreign use. With view to possibly buying some of this lumber to sell in our lumber yards in China, I paid especial attention to the size of the logs available and I was pleased to find that forty foot logs were to be had in abundant quantities. Some of those logs measured forty inches in diameter and were perfectly sound and free from defects, all of which means that the teak wood market of Java is deserving of consideration.

We made the crossing from Samarang to Singapore, calling at Batavia, on the small Dutch vessel in about thirty-six hours' time. The trip was extremely pleasant, and I carried away with me a very fine impression of Java, especially taking into consideration the great improvements that have been carried out since my last visit, 22 years ago.

Chapter Fourteen

Singapore, in common with the majority of cities I visited in the Far East, has made rapid building strides during the last few years. The housing shortage was felt as keenly in the Far East during the war as anywhere else in the world, but homes and buildings are now being erected.

The city of Singapore is situated on an island and during the last few years a fine causeway has been built across the Straits of Jahore. During my stay in Singapore I drove out and inspected this successful piece of engineering. In order that certain vessels may pass through the Straits, a bascule bridge was constructed in the center of the causeway. Vehicle traffic is taken care of on either side of the double railroad tracks. When I was in Singapore in 1921 we were furnishing the timber for the causeway, so I felt that I really had quite a personal interest in seeing how it turned out.

There are quite a number of Americans living in Singapore. Over seventy of the leading American and British business men of the city gave me a banquet. The American Consul presided and during the evening asked me to give a short talk. I afterwards heard from various sources that my remarks had caused much favorable comment and I was, indeed, very glad to have had the opportunity of addressing such a representative gathering.

I was extremely sorry that the luncheon invitation extended to me by the Governor failed to reach me until too late in the day for me to accept. Due to the fact that the British Squadron was due to arrive the following day, this was the only opportunity open for me to have a talk with the Governor.

The post war slump which hit Singapore so badly was about overcome. Rubber has always been considered the basis of Singapore's prosperity. The big tin mines in the

Federated Malay States also contribute their share to export. During the war when both these products were in great demand, business boomed. When the war was over Singapore suffered badly. I imagine a good many of the large firms have learned their lesson and will cease depending entirely upon one or two products for success. It is very unwise for any country to depend entirely upon one commodity, because if world conditions cause a big depression in the price of this product, business on a whole is bound to suffer as was the case in Singapore when the planters thought that there would never be an end to the prosperity of rubber.

I devoted several visits to making all arrangements with the harbor officials for the arrival of the *President Harrison.* Everyone seemed keen that our Round-the-World service would include Singapore in its ports of call, and I met with ready co-operation everywhere. The docks in Singapore are big and modern, but not as well patronized as they should be because the charges are very high. Most companies find it cheaper to receive their cargo in the outer harbor where vessels lie to anchorage. On inward cargo, however, it is best to use the wharves because by the time the lighterage and the delivery of the cargo into the godowns, as well as a certain amount of loss from breakage is paid, no particular saving can be effected.

At the time of my visit in Singapore it seemed entirely possible that the British Government would construct a fine Naval Base on the back of the Island, but recent developments through the Labor party have shown that Parliament decided not to go on with this necessary and important work. However, I feel certain that the British will eventually construct this Naval Base as they certainly intend to safeguard their prestige in the Far East, and Singapore is, more or less, a key port to China, the same as Panama is on this side of the Pacific. The site selected for the Naval Base is ideal and if the plans are ever carried out it will be one of the finest Naval Bases in the world.

Panama is the eastern gateway to the commerce of the great Pacific Ocean and Singapore is the western portal. Both of these strategic points are under the control of Eng-

SINGAPORE HARBOR WITH LANDING JETTY IN FOREGROUND

lish speaking nations and it is of the utmost importance to the English speaking people of the world that both Panama and Singapore shall be retained and maintained for all time to come by those who are now in possession.

Very deep water is available which would permit the easy entrance of ships of big draft, and the site can be well protected against the attack of enemy fleets of either battleships or aeroplanes.

Holidays throughout the Orient occur with startling frequency. I am of the opinion that Singapore has more holidays than any other city in the world. I arrived in Singapore on Monday and found business being conducted as usual. Tuesday and Wednesday, however, I found all offices shut tight in order that the native employees might indulge in some religious festival. All business was suspended on Saturday noon sharp and remained so over the week end. Upon the occasion of which I make mention the week end extended to Tuesday, as it turned out that Monday was some holiday.

So far our ships have not encountered much delay, but I do not doubt that eventually our luck will turn and we will be forced to hold up our sailing dates on account of holidays.

While in Singapore, I find that I had the pleasure of making fifty-four of these visits to merchants, bankers and to our competitors.

To show what good comes out of my visits to big merchants, I will relate an incident which occurred while I was in Singapore. When I called upon one of the prominent business men of that city he remarked that he was glad to see me again and recalled another visit I had made two years before. He mentioned that at the time of my first visit I had said that I had simply come to pay my respects. In order to do so I had climbed up three long flights of stairs and upon the occasion of my second visit this gentleman seemed quite surprised to see me. He inquired my age and when he learned that I was eighty years old, he expressed even greater surprise and said even though my first visit had not resulted in a single ton of freight being diverted to our Line, he would hereafter see that we got our share of his freight business.

Stick-to-itiveness is an invaluable asset in business and the incident I have just related shows that results can be achieved even if you have to climb up three flights of stairs. In my opinion, the man who sits in the office taking things easy never gets ahead in this world.

In order that I might have an opportunity to remain at least two days in Colombo, I was unable to join the *President Harrison* in Singapore. I would very much have liked to have continued my journey on this first Round-the-World Liner of ours, but I knew she would remain only one day in Colombo, which would not give me sufficient time to attend to my affairs there.

We took passage on a small French steamer. This was the fifth ship we had traveled on since leaving Seattle and each of the five vessels had been of a different nationality, namely American, Chinese, British, Dutch and French. I was glad that we had this opportunity of acquainting ourselves with the different types of service on the various vessels as it was my desire to get all the pointers I could in order that we might provide the very best service and food on our Round-the-World Liners.

From Singapore we went to Penang, a busy little port on the Malay Peninsula. Tin and rubber are shipped from there in large quantities. Cargo steamers and some passenger steamers anchor inside the harbor as there is only limited wharf accommodation. The facilities for handling cargo are very good and it is possible to enter the harbor at any stage of the tide, if the ship is not too deeply laden. There is a very fine residential section just outside of the city. My time was short but I managed to call on several of our friends.

We made the run from Penang to Colombo in good time and I was able to spend four days in the latter port before continuing on to Egypt.

COLOMBO AND CEYLON

The harbor of Colombo is very small when one considers the big lot of tonnage which yearly passes through its break-waters. Due to its geographical situation, Colombo is the hub for all Far Eastern steamers as well as those on the Australian run. Vessels using the port tie up at buoys fairly close to shore. Oftentimes, due to the crowded condition of the harbor, two ships are made fast to the same buoy, bow and stern, and when this occurs I noticed that the taut lines lifted the buoys clear of the water, but even so it seems to be a thoroughly satisfactory method of mooring.

Only ships having cargo for the railroad go alongside the docks. The water, however, in the harbor is a good depth, having practically a draft of forty feet or over and the rise of tide is only two feet.

They have a good system of landing passengers on fast steam tenders. There are also smaller gasoline craft of this type, which make rapid time between the ships and the landing jetty. The lighterage service for cargoes is dependable. In fact, I think the whole operation of the port of Colombo is most commendable.

The city itself borders directly on the harbor. The city has several good hotels and the general atmosphere of Colombo is as sunny as the weather.

Even though the Island of Ceylon is close to India, the native Singalese of Ceylon are a distinct race. They belong to the Buddhist religion, and during our stay in Colombo I had an opportunity to visit several of their beautiful temples. The Singalese men wear their long hair twisted in a knot on the top of their heads. This knot is held up by a half moon shaped tortoise shell comb. They wear a jacket and skirt-like garment instead of trousers, which is very much like the sarong worn in Java and Malay.

With the exception of the coolie women who do hard manual labor, one never sees a Singalese woman as their religious traditions long ago started the harem system. I consider this situation most unfortunate as it is very difficult for a native race to progress if the women are kept in seclusion and not permitted to advance with their men folk.

We were able to take the sixty mile motor trip to Kandy before leaving Colombo. Kandy is a resort situated at an altitude of 1500 feet and consequently enjoys a cool climate.

The road leading to Kandy passes through big tea estates. We were able to stop over at one of these plantations and observe the method used in Ceylon for drying tea. Frankly, I was surprised to find that modern machinery had been installed for the drying, rolling and sorting of the tea leaves.

In China and Japan, tea leaves are usually dried in the sun. The rolling process is done entirely by hand and the tea is then baked on braziers over small charcoal fires. The grading of the tea is also done by hand in those countries.

The Ceylon tea planters have huge revolving drums which roll and dry the tea at the same time. Automatic shaking machines attend to the assorting of the leaves and the only work that is done by hand is the packing of this product in big tin foil lined cases. This modern process requires the employment of comparatively few people as against the old time method. There is no seasonal time for picking tea in Ceylon, whereas in China and Japan it is only possible to harvest tea from May until August.

Although there are good roads in Ceylon, the natives still cling to the old bullock and buffalo cart mode of transportation. These slow animals draw big loads on two-wheel carts, which are covered with matting made of leaves. Their appearance is very much like the American covered wagons of a century ago, only the carts of Ceylon have but two wheels, whereas the American ones had four wheels.

It was noticeable that during our entire trip to and from Kandy no horses were observed, although there were some automobiles. I was rather amused upon observing the odd looking, light carts the natives use for both business and pleasure, drawn by an ox or a cow. They trot along at a fast gait. Then there were the modern up-to-date automobiles, a contrast from the very oldest to the most modern means of transportation.

The Buddhist "Temple of the Tooth" at Kandy is a very excellent example of the fineness of the ancient architecture of the Singalese people. This temple rises from the shores of a beautiful mountain lake and is very beautiful.

The old palace, used for hundreds of years by the kings of that district of Ceylon, has been converted into a remark-

LIGHTHOUSE IN THE CENTER OF BUSINESS SECTION OF COLOMBO

ELEPHANTS IN THE RIVER KANDY

able trade school, where boys and young men are taught to make articles out of brass. It seems that in Ceylon, as is the case elsewhere in the world, skilled craftsmen are becoming rare. The Government, in an effort to preserve the art of brass work, founded the school which I visited and judging from many of the results on exhibition there is not much chance of Ceylon losing its brass craftsmen during this generation.

I noticed that the stone steps and floors of the palace showed marked evidence of wear. The hollows on the steps and the uneven depressions on the floor must have been brought about by countless thousands of pairs of bare feet during the centuries.

During the return journey from Kandy we were passing over a bridge of one of the beautiful shallow rivers which winds through the country, when I observed some elephants bathing. We stopped, and the mahouts, or drivers, were as pleased as children at having an opportunity to put their big charges through their paces. In obedience to the spoken command of his mahout, one of the elephants, at least twelve feet high, threw up his trunk and let out the most unearthly roar I have ever heard. Four of these beasts were then lined up and a quartet of roars greeted us. The mahouts ordered the elephants to fill their trunks full of water. When they squirted the water out it just looked like four lines of hose at fire drill. Elephants can be well drilled to do all kinds of stunts. I have seen them elsewhere piling up big logs of wood as neatly and well as men could do it.

We also passed hundreds of acres of rice paddies and I learned that, due to the even year round climate, rice is grown all the time. We also saw a lot of cocoanut trees. It is surprising to me that with this the case more cocoanut oil and copra is not exported from Colombo.

The vegetation of Ceylon is distinctly tropical and many unusual varieties of trees and shrubs were growing along the roadside. The most peculiar kind of tree I had opportunity to observe was the "Jack Fruit." "Jack Fruit" trees grow real tall and their leaves are nothing out of the ordinary, but the fruit, which gives the tree its name, grows out of the trunk. It was very strange to see those trees bearing fruit about the size of pumpkins. I understand the natives are very fond of "Jack Fruit."

CEYLON SCHOOLS

I found that the education of the Singalese children is being supervised in a careful manner. On the Kandy Road we passed a number of native schools and saw hundreds of scholars. The school buildings are nothing more than a row of posts topped by a thatched roof, which protects the concrete floor beneath from the sun. This type of building keeps the children out of the sun but does not stop the circulation of air.

The lowlands of Ceylon are hot the year round, and even during the rainy season, which extends from June until September, there is no let-up in the heat. This makes it very hard for white people.

I would have liked to have remained in Colombo for a longer period because I felt it was not alone a pleasant place but that there was a lot of business to be gotten there. I made a number of business calls and found that a congenial atmosphere prevailed toward our Round-the-World service.

Time and tradition seem to have brought about a rather drawn-out method of securing cargo in Colombo. Ship owners are not permitted to go out and solicit freight. All shipments must be engaged through brokers and my personal observation led me to believe that the brokers have things pretty much their own way. However, I suppose their method of getting business is productive of the best results in that port so we will not attempt to personally secure freight.

The *President Harrison* arrived in Colombo on time. Among her passengers was a big delegation of San Francisco Chamber of Commerce members who were making the Round-the-World trip in the interest of boosting trade conditions. I learned from various delegates that they had been well received in every port of call and that they anticipated a substantial increase in international trade as a result of their tour. This has already produced results both in passengers and freight.

COLOMBO TO SUEZ VOYAGE

The trip between Colombo and Suez was uneventful. I had, however, plenty of opportunity to inspect all the departments of the *President Harrison* and see just how she was running. In accordance with our original plans of operation, the *President Harrison* was going around the world on a strict time-table sailing schedule; that is, she was due in and out of each of the twenty-one ports on a certain day at a certain hour. I am pleased to state that this fine vessel was on time to the second to and from every port of call. Since then she has completed three round trips and is now on her fourth trip around the world. Since then our other Round-the-World Liners have made the same record and I feel that we are building up a good, dependable service.

VISIT IN CAIRO

Although it was my original intention to remain on the *President Harrison* on her voyage through the Suez Canal, I changed my plans when I got an invitation from Dr. Howell, American Minister in Egypt, to go to a luncheon at Cairo which he was giving in my honor in order that I might meet the leading men of Egypt.

We went by automobile from Suez to Cairo and although the road was badly in need of repair, due no doubt to years of military occupation, the driver kept up a fast pace throughout the trip. We made the trip in less than four hours.

The luncheon proved to be a very fine affair. My host had succeeded in having practically all the leaders of the Government and the principal merchants and educators present. It was quite a treat to meet them and it was fine to hear what they had to say about their friendship for America and Americans.

I am of the opinion that if our American merchants adopt the right tactics a really good trade can be developed with Egypt. At the present time, however, American merchants and bankers are only conspicuous by their absence, but at every turn we met American tourists in droves. The tourist element spend a lot of money in Egypt each year and are consequently very welcome.

A big reception followed the luncheon and we did not get through until a late hour.

I did not intend to miss the pleasure of seeing the Pyramids and because I had definitely decided to go to Alexandria the next morning it was necessary for me to see the Pyramids before nightfall or not at all.

Our party drove out across the desert and reached the Pyramids and the Sphinx just as dusk was coming on. It was certainly a great sight to see them but I was rather surprised to find that street cars ran out from Cairo to the spot. Some people go out on camels so as to get the real atmosphere but I preferred an automobile. We did not have much time to look at the Pyramids as it was dark before we knew it.

The size and construction of those ancient monuments I think contain a great lesson for the people of this age. We are so proud of the things we build nowadays, but when I stood there and looked at those big tombs, thousands of years old, and saw that they were as intact today as when they were built over five thousand years ago, I thought we could learn a whole lot.

It is remarkable to know that those great big stones were chiseled out by hand, moved hundreds of miles from the quarries and then put into place by human strength. The artisans of those days fitted them so they would stand all the elements through the centuries and we should realize in the construction of those wonderful Pyramids those ancient architects solved problems which we, today, with all our mechanical strength, would be baffled with. They are certainly well worth visiting.

The world is producing and doing great things today. Modern architecture, especially in America where we have the giant skyscrapers, is certainly a wonderful contribution to the mechanical ability of this age. However, I cannot help wondering if these big buildings will last five or six thousand years like the Pyramids.

DEPARTURE FROM ALEXANDRIA

We arrived at Alexandria by noon of the following day having made the hundred and fifty mile railroad journey from Cairo in exactly three hours, which shows that the Egyptian railroads have an excellent service. This rail journey was interesting as it took us through the Valley of the Nile, which is said to be the richest agricultural district in the world.

Although in times past I have read a great deal about the fertility of the Nile Valley, it was not until I actually observed the high state of cultivation there that I came to realize the importance of the Valley to Egypt.

Alexandria is a good, substantial city. Its location at the mouth of the Nile has caused it to be important through the centuries. The majority of the buildings in Alexandria are no more than four stories tall and the city streets are crooked and narrow, but for the most part well paved. Alexandria has an excellent harbor, well protected by a breakwater at the narrow entrance. I saw about fifty large steamers in port at the time and many small boats too, which proved to me that Alexandria lived up to its reputation for being the greatest seaport on the Mediterranean. In direct contrast to some sailing ships I saw, were the two big liners, the *Franconia* and the *Baltic*, which were in port with over a thousand tourists.

It seems a great pity to me that, although the tourist travel into Egypt has been well developed, the commercial side of America's dealings there has been sadly neglected. There is, in my opinion, a great opportunity for good trade between this country and Egypt.

In an effort to determine just what products Egypt had of exportable value to the United States, I visited the egg market. The egg market was a very big place and seemed to be doing a lot of business. Eggs were delivered there from the outlying country districts and then transferred to big cases. Each egg was carefully packed in shavings as a prevention against breakage. The big boxes the eggs were packed in held about 1400 eggs. As an experiment I bought two boxes for a hundred and twenty-five shillings each. Roughly computed on the exchange the eggs cost me in the neighborhood of twenty-seven dollars a box. Our round-the-world liners have considerable refrigerating space available and I bought the eggs to see how they would carry and whether there would be a sale for them in New York.

I was, however, unable to import any eggs into America as I found upon my arrival in New York that there was a prohibitive duty levied against them. At any rate the experiment was worth trying out.

While in Alexandria I visited the onion market which, I understand, is the biggest in the world. The onions are dried, sorted, packed and shipped in the market. I observed with interest the arrival of thousands of tons of onions from the outlying country districts of Egypt and also watched the native women sorting the onions into different grades, namely one, two and three, and culls. Upon inquiring the destination of the onions, I found that none were being shipped to American markets, but all were destined for other countries, Italy and Great Britain being the greatest customers. I thought that here was a possibility for us to develop some good business, so I arranged for a shipment of four hundred tons to America. When the news of this shipment got out I encountered terrific competition from other steamship lines, but I stood pat and was successful in getting the business. This first onion shipment was the means of developing to a considerable extent the onion import into America.

I found opportunity before sailing from Alexandria to make calls upon the agents of many of the steamship lines operating in more or less direct competition with us out of that port. I found everyone most friendly and I felt sure this good feeling would prevail with the heads of the firms with whom I intended to consult upon my arrival in London.

A very nice courtesy was extended to us by the Harbor Master when it was time for the *President Harrison* to leave. Because this vessel was the first in our service to visit Alexandria the Harbor Master personally piloted the ship away from the dock and turned her around in the harbor.

R. A. May, the American Trade Commissioner in Egypt, certainly went out of his way to make our visit pleasant and profitable. He joined our party at Suez, went up to Cairo with us and then went down to Alexandria, doing all he could to see that we were able to make the most of the short time we had.

Chapter Fifteen

Upon arriving in Naples I had the pleasure of a visit with His Excellency Admiral Millo, Royal Commissioner and President of the Port of Naples. He expressed himself as being greatly interested in our new service and assured me that he would exert all his influence to obtain good berths in the harbor for our steamers.

The Bay of Naples, though by no means as big as the Bay of San Francisco, is like it in general form and appearance. Even the buildings of Naples which cover the hillsides make one think of Russian and Telegraph Hills. Naples of course has no big modern business district like San Francisco, nor has it so many docks, but somehow it has the general atmosphere of our home port when viewed from a distance.

Pompeii is another relic of antiquity which I was anxious to visit, so we took a day off and went sightseeing. I had always imagined that Pompeii was located somewhere out on a desert and I was greatly surprised to find that it took us only an hour and a half to reach there by automobile. We went over a road which ran through dense population so I was all wrong in my ideas about the place.

It was very interesting to view the exact living conditions which existed at the dawn of the Christian era. It does not seem possible so much time has elapsed since Pompeii was a living city. The ruts in the streets caused by the chariot wheels were very plain and the perfect fresco work on the interior of the houses, the big baths with all manner of subterranean passages and heating contrivances proved the high type of civilization that existed at the time Pompeii was a city. The amphitheater of Pompeii was built upon a hillside so that the spectators sitting upon marble benches were able to get a view of the games below. The remains of the beautiful pagan temples with their altars still in position were also to be seen and the big forum had been paved with black and white marble squares like a huge checker board.

It was interesting to learn that before the passage of the centuries, Pompeii had been a seaport and, no doubt, had got much of its prosperity from its shipping. There is still lots of evidence of the channel which led into the harbor. No doubt when the great eruption occurred, which caused the destruction of the city, the harbor was filled up with lava.

My world trip was taken entirely for business reasons, which means that to me it was a pleasure trip as my business is my pleasure. In viewing the ruins of Pompeii, and observing business and living conditions as they existed two thousand years ago, when the earthquake and eruption destroyed the city, I felt that there had been little change in the fundamental methods of transacting business since that time. Though I would have liked to have spent more time at Pompeii I had to hurry on.

STOP-OVER IN ROME

From Naples we went north to Rome and stopped over for two days. I made a number of calls while in Rome and endeavored, through the American Consul General and the Attache, to get some information relative to the commerce of Italy. Through our own representative I met D. Michaels, the Royal Trade Commissioner. I learned from this official that Italy seemed to be very badly hit by the recent action of Congress in relation to the immigration question. I explained to him that some changes in the immigration restriction might be expected after the Presidential election, and he seemed quite pleased to hear of the possibility of future relief.

Before leaving Rome I had an opportunity to call upon the American Ambassador, Mr. Fletcher. Although he had only been recently appointed to the post and was, consequently, straightening out the affairs of his office, he was very pleasant and told me the Embassy would co-operate in every way it could to help us promote increased commercial relations between Italy and the United States.

We were also honored with an audience with Pope Pius XI. The ceremony attached to the audience and the papal blessing was very impressive. Upon receiving official noti-

HARBOR OF GENOA

fication of the audience, we were instructed that upon an appointed day and hour we should present ourselves at the Vatican suitably attired. The phrase "suitably attired" meant that Mrs. Dollar should wear a black dress with a black lace veil.

We were received in a magnificent throne room. This room must have been fully one hundred and fifty to two hundred feet long and the walls and floors were covered with bright red tapestries and carpets. A life sized ivory crucifix and a huge gold throne occupied each end of the room.

The Pope wore a white garment, white skull cap and red leather slippers. On his hand was the famous emerald Fisherman's ring, which is said to have originally belonged to St. Peter. He also wore a heavy gold chain from which was suspended a large, gold cross inlaid with emeralds.

The audience did not take long but was very solemn and inspiring. Pope Pius XI impressed me as being a man who possessed great strength of character and intelligence. I am very glad we were able to have this audience.

The Vatican which adjoins St. Peter's Cathedral is one of the largest palaces I have ever seen. I understand it contains over one thousand rooms and has withstood the rigors of time during the many centuries since it was built. St. Peter's Cathedral is very remarkable in so many ways that it is difficult to say just which feature of it leaves the greatest impression. For myself I think the most prominent feature of St. Peter's is the perfect balance and proportion which the architect, Michael Angelo, brought into play when he supervised the construction of what has now come to be known as the world's greatest building.

Upon entering the big doors of St. Peter's one sees what seems to be the interior of a cathedral of ordinary size, but after five minutes walking the visitor is greatly surprised to find that he has not yet reached the main altar which stands in the center of the church under the dome. The dome itself does not seem to be particularly high, but I learned that it is three hundred feet high. The marble work and the beautiful paintings and statues which adorn the various altars are beautiful too.

In direct contrast to this wonderful mediaeval structure, we visited the ancient ruins of the palaces of the Caesars and the Coliseum and the Forum. The Coliseum is in quite a good state of preservation and it was not difficult to use one's imagination and see in just what a brutal manner the ancient Romans enjoyed their holidays. I realize, of course, that there is a great deal more to be seen in Rome, but we were sorely pressed for time so we had to forego the pleasure of visiting any other places of interest and left for Genoa.

THE PORT OF GENOA

Although Genoa is the principal port and commercial center of Italy, I was greatly surprised at the smallness of its harbor and I venture to say that if it were twice as large it would still fail to meet the requirements of the hundreds of ships that call there every year. As it is, harbor traffic is very crowded and the ships are packed in like herrings in a barrel. But this lack of space does not prevent the rapid handling of cargo; in fact I never saw big ships handled so well as there. How the harbor pilots are able to safely bring large vessels in through the traffic is a wonder. All cargo ships lay to anchor, but passenger steamers go alongside a wharf when one is available.

Through the kindness of His Excellency, Admiral Umbert Cagni, whom I called upon, I was able to inspect the wonderful old palace where that official maintains his headquarters. Admiral Cagni is in charge of all of the harbors of Italy. In the course of our conversation he told me that the authorities are now enlarging the harbor of Genoa and expect to complete it within the next two years; he also told me that they were going to make improvements in the harbors at Naples and Brindisi.

He explained that the palace, which is a very old structure, was used about five hundred years ago as a bank and at that time it was the only bank in the world. The first checks were issued from there and many of our present day banking systems originated within its walls. The rooms were all beautifully ornamented and there were a great number of paintings of the famous men, who in its early days were instrumental in developing the bank. After we passed the paintings His Excellency humorously remarked that it was a matter of record that the men who were reproduced sitting had done more for the bank than those who were shown standing up.

The inlaid mosaic floors showing scenes of the early life in Italy, were quite as beautiful as the mural ceilings. The majority of the rooms were of huge proportions and on the ground floor in the open court there was a merchants exchange where business is carried on to this very day much after the same manner of the bygone centuries. In fact the bank was a flourishing institution long before Columbus ever thought of discovering America.

The Genoa Chamber of Commerce arranged a very nice reception and I was presented with a very handsomely bound leather book which contained photographic views of the city.

ENTERTAINMENT IN MARSEILLES

I decided, upon arrival in Marseilles, to remain only a very brief time because I was anxious to continue on to London and meet the heads of the various British steamship companies. However, before leaving Marseilles I arranged a reception on board the *President Harrison*, which was reported in the following French manner in the "Semaphore."

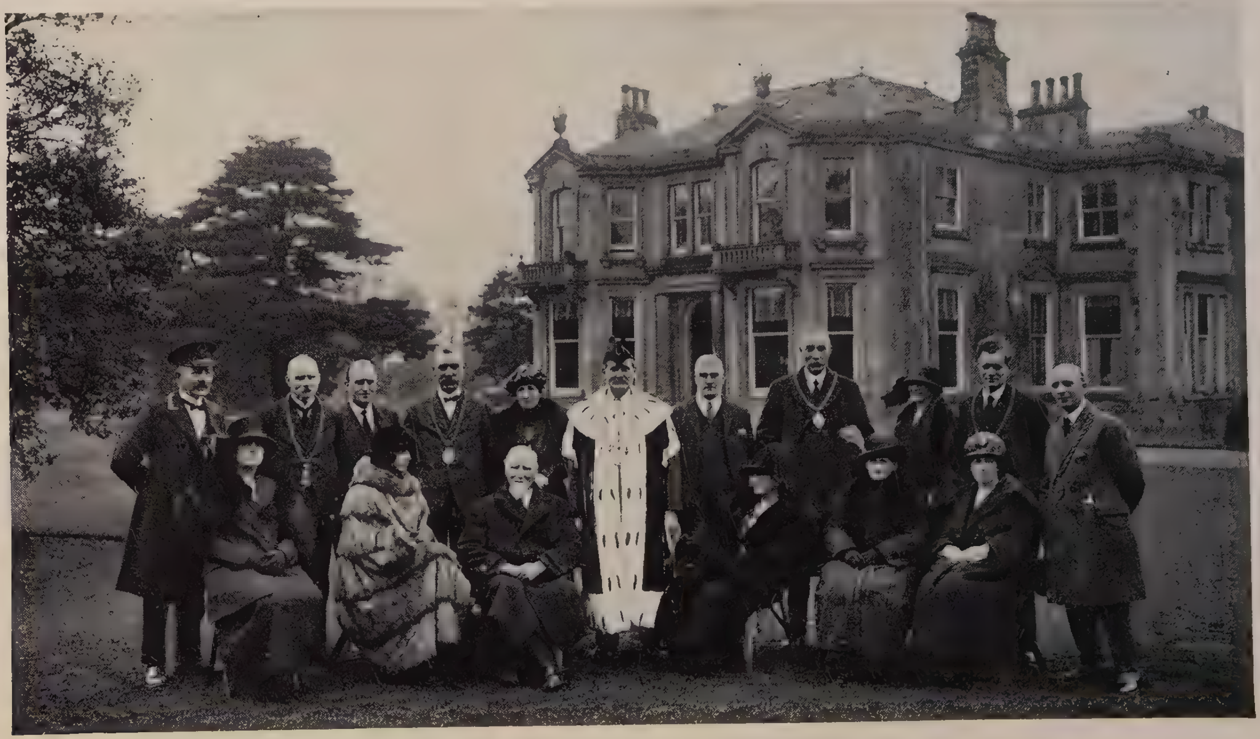
"There arrived in the Wilson Dock yesterday morning a large packet steamer (American), the *President Harrison* of the Dollar Steamship Line, the agency of which Line is confided to Messrs. Gellatly, Hankey & Co. This fine steamer inaugurates a regular service round the world, with the following itinerary: New York, Panama, San Francisco, Yokohama, Shanghai, Singapore, Colombo, Port Said, Genoa, Marseilles, Boston, New York. On board was Mr. Robert Dollar, founder and director of the Company at San Francisco, he being the Dean of American Shipowners; also on board was a delegation of the San Francisco Chamber of Commerce, headed by Mr. Teller. The said delegation was friendlily received at 11 a. m. by the Administration of the

Marseilles Chamber of Commerce at the Hall of the Exchange, the hosts being headed by Mr. Thierry, Vice President of the Chamber of Commerce, the presentation being made by Mr. Frost, the U. S. Consul. Cordial words were exchanged.

"At 3 p. m. Mr. Robert Dollar and the 'Administraterous Delegue' of Messrs. Gellatly, Hankey & Co. at Marseilles, received on board a party of British shipowners and others who had come especially to our city, as well as the local maritime authorities. We noticed Mr. Thierry, Mr. Brenier (Vice President and General Manager) of the Chamber of Commerce, Mr. Frost, American Consul, Mr. Remaud, Engineer in Chief of the 'Points & Chausses Maritimes,' Captain Mattie, Harbor Master, 'Lieutenant de Vaisseau' Vitu de Kerraoul, representing Admiral Fatou M. de Mouret (General Agent and General Secretary of the Messageries Maritimes), Mr. Guez, Manager of the Cyprian Fabre Co., M. Leotard, General Secretary of the International Relations Committee, Mr. Baillaud, General Secretary of the Colonial Institute, and several other personalities."

BRIEF PARIS VISIT

I was unable to do any sightseeing at all in Paris due to the fact that the two days of my visit in that city were entirely taken up in visits to business people. I called and got in touch with several owners of French steamship lines and found these gentlemen very friendly and immensely interested in our Round-the-World service. The general tone of things in France seems to bid for increased trade activities. The terrific readjustment at the conclusion of the years of war has about been completed and France is again approaching normal.



BIRTHDAY GROUP IN DOLLAR PARK, FALKIRK, SCOTLAND

Provost Muirhead, Mayor of Falkirk, central figure in ermine robes. Mr. and Mrs. Dollar, Margaret Dollar Dickson and members of Town Council and their wives

Chapter Sixteen

Immediately upon arriving in London I attended a big conference made up of practically every large shipowner in England. Mr. Allen, Vice President of P. & O., presided over the meeting.

The object of my visit to London was to meet the shipowners. It is a great pleasure to meet practically all the men engaged in this business and to have them express so friendly a feeling for us.

I went north from London to Glasgow and called upon many merchants and shipowners of that city. At the Club I had the pleasure of making many more friends of men who were engaged in shipping business. Although I was hampered a good deal in my movements by a very heavy cold I had contracted from the sudden change of climate from the tropics to the colder climate of my native land, I nevertheless managed to keep going and arrived in Falkirk on March 20th.

BIRTHDAY IN FALKIRK

The Municipality of Falkirk had extended an invitation to me that I celebrate my eightieth birthday in the town of my birth. Upon arriving at the station I was greeted by the Mayor and other public officials and we drove to Dollar Park where a luncheon was given in the Mansion House. This house was formerly the residence of the owner of the Park prior to my purchase of it. Most of the rooms in this building are now used as business offices, and I judge from accounts that it is proving of considerable public benefit.

Great improvements have taken place in the Park and it has become one of the public gathering places in the district. Frequently three thousand people use it as a recreation center on holidays and Sunday, and there is never a time when it is not visited by scores of people so I feel that in some small measure I have been able to bring a little happiness into the lives of my former townspeople. A band stand was being built and over two thousand, five hundred seats were also being installed.

The Municipality tendered me a banquet in the Town Hall and it proved to be a very large and successful affair, and I could not help but be impressed by the genuine and whole hearted reception which the people of that town accorded me.

After all, though we may go up and down in the world throughout our lifetime and make our home in some distant place, we all love the place where we were born, and the people we knew during the early years of our lives.

I visited the place of my birth which is still conducted as a lumber and timber yard by Robert Melville and Company, who were the owners of the yard when I was born there. The President of the Company, Mr. David Buchanan, was very kind and took us all around and showed us through the plant. They have a large stock of lumber on hand and are doing a big business.

The "Falkirk Herald" printed quite a description of the affair under the caption of

"A WORTHY 'BAIRN'"

"Falkirk has this week honoured one of its worthiest sons and most generous benefactor in the person of Mr. Robert Dollar, head of the Dollar Steamship Line, San Francisco, who, accompanied by Mrs. Dollar and his granddaughter, Miss Margaret Dickson, arrived in the town at eleven o'clock on Wednesday forenoon. Mr. Dollar, it may be mentioned, is on a round trip of the world on one of his steamers, and, finding it necessary to make a business call in Europe, could not resist the temptation to make a flying visit to his native town of Falkirk. The fact that his eightieth birthday fell to be celebrated on Thursday also weighed with Mr. Dollar, who felt desirous that such an auspicious event in his long and notable career should be marked by a visit to his 'dear auld hame.'

VISIT TO DOLLAR PARK

"On his arrival at Grahamston Station, Mr. Dollar, looking hale and hearty despite his advancing years, was met by ex-Provost Russell and Mr. A. Balfour Gray, Town Clerk, and the party first proceeded by motor to the home of the ex-Provost. About midday a visit was paid to the Dollar Park—Mr. Dollar's native town—and there he and his wife and granddaughter were received and privately entertained at luncheon by the Provost, Magistrates and members of the Town Council, who constituted the committee in charge of the reception arrangements. The luncheon was held in the dining room of the Mansion House, and in conversation with his hosts Mr. Dollar was able to recall incidents of his boyhood days in Falkirk and to tell of some of his boyish pranks and interests. After lunch, the party, who had been previously photographed by Mr. J. C. Brown, proceeded on a tour of the Dollar Park grounds, visiting the pleasure gardens, the concert garden at present in course of construction, the tennis courts, putting greens, children's playgrounds, and the tea rooms. In the pleasure gardens Mr. Dollar especially admired the beautiful floral pedestal on which is set the statue of the 'Prodigal Son,' but in everything he saw and had pointed out to him he evinced a keen and close interest. He expressed his entire satisfaction with the manner in which the grounds have been laid out and utilized, and, in particular, favoured the system of gradual progress adopted in connection with the introduction of new features.

"Later, at the request of the Provost and Magistrates, Mr. Dollar, to commemorate his visit and at the same time mark the attainment of his eightieth birthday, planted a 'Cypressus Lawsoniana' tree by the side of the carriageway leading to the house. To the performance of this interesting little ceremony, in which he was assisted by Mrs. Dollar and Miss Dickson, and of which photographs were also taken, Mr. Dollar devoted himself with an energy worthy of a much younger man. When Mrs. Dollar took the spade and proceeded in businesslike fashion to throw earth around the roots of the tree, her husband jokingly remarked 'Do it like a man.' Miss Dickson was also subjected to much good-humored chaff as she vigorously applied herself to the task of shovelling in the remainder of the soil.

"The ceremony over, there was a demand for a speech from Mr. Dollar, who, in a brief response, said it was rather an unusual thing for him to be planting trees, because he was destroying trees by the millions every year, and this was the first time he had ever planted one.

"Ex-Provost Russell expressed, on behalf of those present, the hope that the tree Mr. Dollar had planted would grow well, and that it would last as a memento of the great occasion. He also hoped that each time Mr. Dollar revisited his native town, he would find that the tree had grown higher and higher, just as he himself had mounted high in the sphere of progress.

"Thereafter the entire party adjourned again to the Mansion House for tea, and this completed the programme for the day.

"The outstanding event in connection with Mr. Dollar's visit to his native town took place on Thursday evening, when, in the Masonic Temple, Lint Riggs, he was the guest at a complimentary dinner given in his honour by the Provost, Magistrates and Councillors of the burgh. Mr. Dollar was again accompanied by Mrs. Dollar and his granddaughter, Miss Margaret Dickson, and the proceedings at the interesting and memorable function were presided over by Provost Muirhead. There was an attendance of over 100 invited guests, who were fully representative of all sections of the community.

"An excellent repast was served, and thereafter the customary loyal toasts were submitted by the chairman and duly honoured.

"Rev. Alex. Loudon, B. D., in proposing the toast of 'The dear auld hame,' said that in view of the circumstances which had called them together and the presence of their distinguished and venerable townsman and his wife, who were their guests that evening, that toast was not only poetically but aptly chosen. They were not there that evening to review the town and trade or to enter into a prosaic history of the efforts which had been and were still being made to maintain their position as an industrial center and so make more serviceable the place in which they lived, moved, and had their being, but to indicate, as the toast suggested, these currents of the inner life which they all experienced and which eventually crystallized in loving memories with the passing of years. That was a toast that took them back to the small unpretentious house in which they first saw the light, recalling the rocking of their cradles, the love of their mothers, the thoughtful care of their fathers, and reminded them of their boyhood gambols, games, and adventures, the burns they paddled in, the fish they never caught, but imagined they had, the school they attended, the masters who taught them and who brought wails out of them and left weals upon them. It reminded them of the ministers they slept under, the wise words they often listened to and then as often disregarded. It recalled the morning when they first set forth and began their work, and then began to think they were men. Though one day was rose tinted, and the next drab-colored, so that they did not know what to make of themselves. They were reminded of that episode which marked the breaking of the old nest and the feathering of one for themselves, then the coming of the children, and the settling down to the day's drag which carried them across the meridian, to the evening when they began to mark time among their memories, conscious that ambition had no further claims upon them for this life. If they had not left the spot where they had been born, and labored, they had old friends whom they could meet daily and talk over bygone times, recalling with pride the changes and the days which would be enjoyed by their children, lamenting as they often did that nature had not yet inaugurated her new scheme for putting old heads on young shoulders. If, on the other hand, they had gone to another land, they realized throughout their lives that the home was the link that bound them to the past. They discovered that, with each visit to the 'dear auld hame' the force of those beautiful lines written by Goldsmith:

'Where'er I roam, whatever realms to see,
My heart untrammelled fondly turns to thee.'

He was not a Falkirk 'Bairn,' but after 25 years of residence he thought he might fairly claim to be an acclimatized one. He could imagine what the town was to those who had lived all their days in it, or left it and returned to visit the scenes of their youth. Their esteemed and venerable townsman had come back to look once more at the place of his birth. They could assure him that his love was answered with corresponding affection in the hearts of all of them. Mr. Dollar trusted he would continue to carry them with that conscious rectitude which came from a long life devoted to the highest ideals of righteousness and truth. They heard a great deal about the man of the world, the cosmopolitan who could make his home anywhere. He (the speaker) had never met that man. He believed that Mr. Dollar's heart was still in Falkirk: indeed, he had told him that only a few minutes before. The Roman poet Martial wrote 'He has no home, whose home is of the world.' For their own sakes, and for the sake of their venerable townsman who was with them that night, he asked them to rise and drink the toast of 'The Dear Auld Hame,' coupled with the name of Mr. Fred Johnston.

"The toast was enthusiastically honoured, after which the song, 'The Dear Auld Hame' was sympathetically rendered by Mr. William Gellatly.

"Mr. Fred Johnston said it was with diffidence that he rose to respond to the toast of 'The Dear Auld Hame' Falkirk town. They had listened with great pleasure to the masterful speech of the Rev. Mr. Loudon in proposing the toast, and they had also listened to the song so beautifully rendered by Mr. Gellatly, and, following these gentlemen, he found it a matter of difficulty to know exactly what to say. They were met that evening to do honour to Mr. and Mrs. Dollar on their visit to Falkirk and on the eightieth anniversary of Mr. Dollar's natal day. It was 71 years, he was informed, since Mr. Dollar left Falkirk to seek his fortune in other spheres. Mr. Dollar had been a man of great integrity, great diligence—a man who had been honoured and respected by all with whom he had come in contact. Those Falkirk 'Bairns,' who, like Mr. Dollar, had gone abroad, perhaps thought more of the 'dear auld hame' than those who were living in it. They knew the warm side that Mr. Dollar had to his native town of Falkirk. He had watched its prosperity all through his own prosperity. He had watched its progress up to the present time, and that progress had really been extraordinary within the last thirty or forty years. Falkirk was now one of the large towns of Scotland and it redounded to the credit of the Town Council of Falkirk that it was keeping abreast of the times, and making it a town worthy to live in. They saw great improvements that were to the benefit of all. They had now got beautiful parks for recreation, and their latest park was that beautiful residential estate, formerly called Arnotdale, but now called the Dollar Park. That was a place of which any town might be very proud. It had been a great joy to the people of Falkirk, young and old, and it would continue to be so to future generations. They had 'The Dear Auld Hame' sung that night, and most of them would know that that song was written by Robert Buchanan, the Falkirk's own anthem. The music was set by a distinguished musician, John Fulcher, who was a teacher in Falkirk for a long number of years. He was sure they were all proud to be citizens of Falkirk, even those who had not been born in the town. The Rev. Mr. Loudon had been with them for twenty-five years and he was certainly entitled now to be called, at any rate, an 'acclimatized Bairn.' They sincerely hoped that Mr. and Mrs. Dollar would be spared many years yet to revisit the scenes of Mr. Dollar's youth and associate with their many friends in Falkirk to whom they had shown such signal kindness and generosity. He could not conclude more aptly in responding to the toast of 'The Dear Auld Hame' than by quoting Buchanan's own words in his 'Address to Falkirk.'

To dear auld Falkirk may she soar
  Aboon Time's nipping hand,
While ilk year sees her more and more
  An honour to our land.
Her institutions, may they rise,
  And bring to age and youth
That glorious light, which never dies,
  Of Wisdom and of Truth.

Success to ilka ane wha rules
Her council and her laws.
And ill luck seize the silly fools
Wha wad disown her cause.

"Ex-Provost Russell, on rising to propose the toast of the evening, that of 'Our Guest', was warmly applauded. He had asked to be relieved, he said, of the duty which it had fallen to his lot to perform that night, but the Provost would brook no refusal. His request to be excused was not on account of the lack of material to speak of concerning their host, for in that respect he had more material to work upon than he could possibly make use of that night. In spheres other than the place to which he belonged, notably in China and Japan, Mr. Dollar had done a great deal more than most people were aware of. Mr. Dollar was a man of large heart, a man who had done his utmost to bring about the realization of the day that Burns wrote about when 'man to man the world o'er shall brithers be an' a' that.' With Mr. Dollar he had had many transactions, but in these he had merely acted in the capacity of his agent upon his instructions. What had been done for the betterment of Falkirk in his time had really been done at the instigation of Mr. Dollar. With regard to any improvement in connection with which Mr. Dollar had promised assistance, the promise in itself was good enough, without it being committed to writing. Mr. Dollar's word was as good as his bond. In many respects Mr. Dollar had given a lesson, not only to Falkirk, but to the world. He had never forgotten Scotland and when he required a good ship he came to the Clyde for it and patronized his own country. Mr. Dollar had performed a great service in the opening up of ports all over the world, and he had certainly given a lead to the iron founders of the Falkirk, who could with advantage to themselves and in the interests of foreign trade put their travelers in these ports and endeavored to open up the industry. By taking advantage of Mr. Dollar's agencies, they could do much to make the trade of Falkirk better than it is today. Continuing, the Ex-Provost said he had known Mr. Dollar for a long time. It was perhaps his misfortune to enter municipal life at an early age, but there was the consolation that he had got his kicks and thrashings past, while some people had them still to come. His first attempt at public speaking was made in the Christian Institute, where Mr. Dollar had established a library for the benefit of the townspeople.

"The guest of the city, Mr. Dollar, then addressed the meeting:

"He remembered as a boy he always used to make himself very scarce when 'Lang Pate' came into view. He started work in Peter Taylor's machine shop near the Grahamston railway bridge, and after working a week he got half a crown for his pay. He remembered how he ran home as fast as he could and proudly handed over to his step-mother the first money he ever earned. A little later his people emigrated to Canada and took him with them, and a year after his arrival there he started work in the lumber woods—a Scotch 'green' boy going into the lumber woods amongst the roughest of the rough. He was the only English speaking person of the fifty men in that lumber camp. They all talked French, so that in the spring of the year he could talk French better than he could talk broad Scotch.

"It was a very hard life, he could assure them. It was there he learned to work and he got such a lesson that he never forgot it. He was out in the morning at six o'clock and he had kept on doing that all the time. At the time he was in the lumber camp he made a great rise. He was beginning to succeed in the world, as he had then £2 per month. A rise from half a crown a week to £2 per month was 'some jump.' A good many years after that he went into the foreign trade, and the aim upon which he had worked had been to develop the foreign trade of the world. To illustrate what could be accomplished from a very small beginning, Mr. Dollar gave an outline of how he came to start exporting copra from the islands of the Archipelago to San Francisco. There was no copra shipped from there until he started about eighteen years ago, but last year's Government statistics showed that copra to the value of three million pounds sterling had been shipped from these islands. Timber for cargoes was a very valuable asset, but it was a very necessary thing that they should be able to have cargoes both ways. Accordingly he started lumbering in Japan where they got oak timber. They were, therefore, taking fir wood across the Pacific and taking oak timber back. Then he developed the shipment of iron ore and pig iron out of the Yangtze River. They got that 800 miles from the ocean and up the river, and that developed into a big business. He wondered how many of those present knew that on the banks of the Yangtze River one-eighth of the human family lived. They had passenger steamers running through the gorges of the river 1600 miles from the ocean, away into the far interior of China. They had been having the time of their lives there with bandits and soldiers, but they had held the fort. They were still there. The development of commerce on the great river was going to affect the iron trade of Great Britain and though he might not live to see it, there were perhaps some younger people present who would live to see that river the great center of the iron and coal trade of the world. The surface had as yet only been scratched. Mr. Dollar then referred to the progress of Christianity and education in China. A quiet work was going on there and Christianity was making great progress, but in respect of education they had a long way to go yet. Five years ago on a monthly service round the world, he had started a cargo line of steamers and that had been running since. Recently they had bought seven passenger steamers and had started a fortnightly passenger service round the world, going West all the time. He had come part of the way home on the first passenger steamer. Such a thing as a fortnightly passenger service round the world had never before been heard of in the history of the world.

"He had always been interested in education. He did not get very much of it himself in Falkirk and what he did get he lost in the rough life of the lumber camp. It was only at the age of eighteen that he discovered that if ever he was to succeed he would have to get some education. He had the time of his life trying to 'cram' things into himself from books that he bought and studied by himself in the lumber camp. Therefore, when he came to Falkirk forty years ago and saw there was no library, he thought it was the least he could do to help the townspeople have some books to read. They had heard it mentioned about the monument to Sir John de Graeme, he thought it was a pity that there should be nothing in Falkirk to keep the people in remembrance that it was there that illustrious gentleman gave his life.

"When he went to the park and saw what had been done there, he thought what little he had done in starting the park was a very insignificant thing indeed. He was pleased beyond measure to see what a success had been made of it. When he decided with Mr. Russell to go ahead and buy it, he thought he would go away a very happy man. He wanted to tell them that to a man like him, who had been away from home for well nigh seventy years, it was one of the greatest things of his life to come back to the 'Dear Auld Hame.' Mr. Dollar concluded with a reference to the English Speaking Union which had been formed in London and of which he was the first life member, the object of the Union being to get the English speaking people of the world united throughout the whole world; war would then be impossible. He appealed to every one present to become a member of the Union and do a little bit towards the realization of the aim it had in view.

"When Mr. Dollar resumed his seat he was again most heartily applauded.

"Mr. George R. Ure, Bonnybridge, submitted the toast, 'Falkirk Corporation.' In doing so Mr. Ure said he would like to pay his tribute of respect to their guest and his good lady. Mr. Dollar was a true Falkirk 'Bairn,' with kindly love and affection for the old town. He was, therefore, most worthy of all the respect they could show. Referring to the toast, Mr. Ure said that the Corporation of Falkirk, in managing a town of that size, must have their hands full. Their affairs were numerous and varied, and great responsibility rested upon them in carrying out their duties in an efficient and perfect manner. From what he knew, he thought the civic affairs were in good hands. He had never been far away, had always resided in the parish, and had interested himself in the doings of the various town Councils all these years. He could well remember all the Provosts from Provost Kier downwards. In each of them the town had been fortunate in having a man who occupied that position so creditably. During their terms of office they all did something of a progressive nature, for the benefit and improvement of the town. He could speak from personal knowledge of what he knew of Falkirk 60 or 70 years ago, and what it was today and the different matters and schemes that had been carried out. The crooked ways had been made straight, and the rough places made smooth. Their gas works, he believed, were equal to any in the country. They had their own electric power station, and what he would consider the greatest benefit and improvement in Falkirk and district was the introduction of the water scheme. The improvements in the town itself had been many, amongst them the straightening and widening of Kirk Wynd. The scene of the Council's present scheme at the Callendar Riggs was where the last appearance was made by Parliamentary candidates on the hustings. He could remember when popular 'Jimmy Merry' stood and won there. Falkirk people had been and were now very fortunate in the choice of the men managing the affairs of the town. He asked them to drink not to the health of the Corporation, but that of the Provost, Bailies, and Town Councillors of Falkirk.

"Provost Muirhead, responding to the toast, said that the Council could not reach their ideals as regarding the improving of the town without the assistance of every union in the town. While they were trying to do their best for the tax payers, and those who might desire to visit the town, he hoped no one would try to throw sand on the wheels of progress and attempt to keep them from carrying out their schemes, which were for the benefit of the whole community. They had many men and many opinions, but when they entered the Council Chamber they left their own feelings outside. Having referred in passing to the Russell silver plate which was on service that evening, he said he thought the Town Council would place that valuable property in the Dollar Park at some near date, so that all the inhabitants would see it occasionally. When new, the silver had cost 500 guineas, and now it was worth a thousand. It had not lost, but like Mr. Dollar had gained. The Provost, before sitting down, said he would ask everyone of the 'old Brigade' to say a few words.

"Brief addresses were then delivered by Mr. James Jones, Torwood Hall and others, after which Mr. Dollar thanked the speakers on behalf of his wife and granddaughter, for the kind sentiments expressed.

"Bailie Gilchrist thereafter proposed the toast of 'The Chairman,' to which Provost Muirhead duly replied.

"At intervals during the evening an excellent musical programme was successfully carried through. The proceedings terminated with enthusiasm, the gathering singing 'Auld Lang Syne,' and 'Will Ye No Come Back Again'."

CHAPTER SEVENTEEN

BY THE time we returned to London my cold had become so acute that it was necessary for me to go to bed, as the doctor felt I might be contracting pneumonia. However, I remained in bed only over Saturday and Sunday and consequently lost but half a day's business, as I was on the job early Monday and feeling fairly fit. I was able to attend to my business affairs during the short time I had left in London before returning to Marseilles.

The papers paid me many tributes. Lloyd's List had the following:

A GREAT SHIPOWNER

Captain Dollar on Shipping Problems of Today.

"Captain Robert Dollar, the San Francisco shipowner and millionaire, who, as the head of the Dollar Line, is well known in shipping of every nation, will leave London tomorrow in continuation of his round the world tour. His arrival in London from the Orient (the tour actually started from San Francisco), was recorded in our columns a few days ago, as was also his visit to his native town of Falkirk, where he was publicly entertained. Yesterday morning he granted an interview to a representative of Lloyd's List, and it was a most stimulating experience to hear the views of this vigorous man of eighty on the many subjects touched upon on American shipping and world trade; on the proposals of Lord St. Davis for a State partnership in speculative shipbuilding; on prohibition and immigration. The interview, it may be mentioned, took place at Captain Dollar's hotel in London at 8:15 after he had breakfast at his customary hour of seven o'clock. That fact illustrates his wonderful physical and mental activity. He related that when asked by a British shipowner about possible developments of the Dollar Line, he replied that one could never tell what a youngster of eighty might have in mind.

"Our representative inquired what were the prospects of shipping generally throughout the world. 'The whole question,' said Captain Dollar, 'is one of supply and demand. At present there are more ships than there is business, but the demand is gradually increasing and quite a little change has taken place in the last few months. It is not pronounced, and there cannot be any real change while there are so many idle ships, because as soon as there is an upward trend in trade, out come the idle ships and the level of freight is not maintained.'

"Was not this revival due to the Japanese disaster and the consequent demand for lumber and foodstuffs more than from any other cause?

" 'That is a myth. The people of the world thought Japan would want everything in tremendous quantities. It is true that she did, but there is another side to the matter which seemed to be forgotten by many: How were they going to pay for what was sent over? I have three large lumber mills of my own and I am therefore intensely interested, and for the past five or six years we have been averaging one big cargo a month to Japan. Personally we have had the devil's own time to get these credits. To relieve the situation the Japanese Government secured big loans from Great Britain and America, and that no doubt will be loaned to banks and then lent out to individuals.'

"Captain Dollar was asked his opinion of the recent proposal of Lord St. Davis, that the British Government should take part in conjunction with shipowners, in speculative shipbuilding. The veteran shipowner shook his head, 'Lord,' he said, 'look at all the idle ships throughout the world. I think that the Government should take steps to furnish employment, but it should be employment of a kind that would be a little more remunerative than the building of ships. It would be better to build ships, of course, than to pay men for doing nothing, but there are other directions in which men could be employed. Money could be spent on the manufacture of some kind of product which could even be sold at a slight loss.'

"It need hardly be said that Captain Dollar has a high opinion of the British shipowner. 'Shipowners,' he remarked, 'have made Great Britain what she is in the world of commerce.' Regarding the future of the world's trade, his firm opinion is that the chief development will be in connection with China. 'Therefore,' he points out, '500,000,000 people in that vast country, only a very small part of which has been scratched by Europeans. The Chinese are workers all of them, and as modern ideas are instilled in them there will be a wonderful development of trade. I cannot say too much in favor of the Chinese. I have sold millions of dollars worth of goods to that country and have not lost a single dollar'."

MARSEILLES

I found Marseilles upon my return visit a very interesting city with a thriving port. One bad feature of Marseilles which is, no doubt, due to its antiquity, is the narrow, crooked streets, many of which are not much wider than a lane. I understand that these thoroughfares were laid out by the Phoenicians who settled in Marseilles before Christianity was known. In the more modern sections of the city wider streets have been built and traffic is easier. Although there were many automobiles in evidence I noticed that horse drawn carriages still predominated. Trucking by automobile is not indulged into any great extent. Big carts and wagons are the principal vehicles used for commercial purposes.

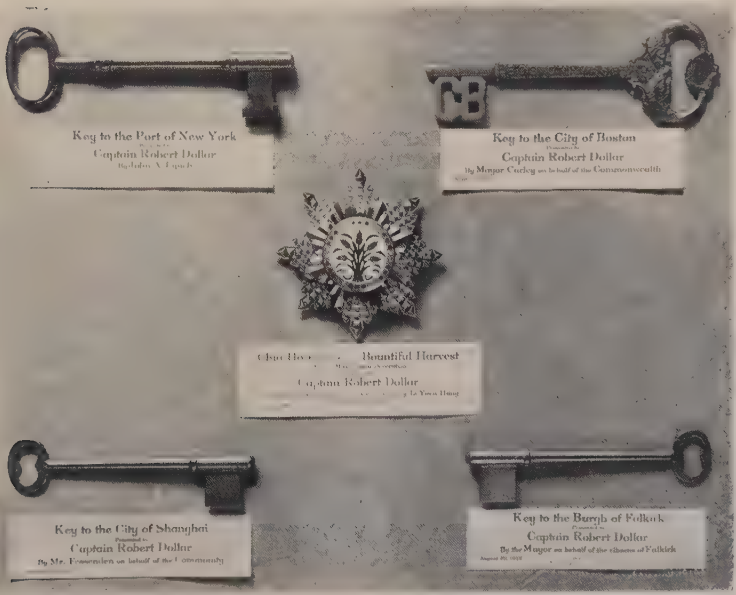
The harbor of Marseilles is small but it does not suffer from overcrowding like Genoa, and I understand the French Government is constantly improving the waterfront in order that the harbor facilities may keep pace with the increased trade.

BOSTON VISIT

Our run from Marseilles to Boston on the *President Hayes* was fairly smooth until we were three days out of the latter port when we encountered a very bad storm which compelled us to lay to seventeen hours.

Mayor Curley of Boston notified me by wireless that he had arranged a big luncheon for me in order that I might meet one hundred or more of the leading merchants and

MAYOR JAMES CURLEY OF BOSTON PRESENTING KEY OF THE CITY TO ROBERT DOLLAR


Key to the Port of New York
Captain Robert Dollar
Key to the City of Boston
Captain Robert Dollar
By Mayor Curley on behalf of the Commonwealth
Bountiful Harvest
Captain Robert Dollar
Key to the City of Shanghai
Captain Robert Dollar
By Mr. Fessenden on behalf of the Community
Key to the Burgh of Falkirk
Captain Robert Dollar
By the Mayor on behalf of the citizens of Falkirk

PRESENTATION KEYS

bankers in Boston. The storm delayed us to such an extent that I was compelled to notify him that I would not be able to reach Boston in time to be present at the luncheon.

Word also reached me that the Transportation Association of New England was holding a banquet the following night and desired my presence. The storm was so heavy at the time I received this message that it seemed extremely uncertain whether we could make Boston before the next day. Official pressure, however, was brought to bear, a tug was sent out to meet us and our ship did not have to anchor in the stream, but proceeded directly to her dock. Permission for an immediate landing for myself and three others had been given so we went ashore at once. Although we hurried I did not arrive at the banquet until everyone had finished eating. The four hundred Association members present gave me a rousing greeting and later when I delivered a talk on foreign trade they seemed to heartily approve of my viewpoint.

The next morning Mayor Curley sent me an official invitation to go to his office in the City Hall. I went over and found he had a small gathering of prominent Bostonians in his office and in a short address he presented me with the key and freedom of the city of Boston. I greatly appreciated this honor because aside from personal friendship, it showed me how wide awake Boston is to the advancement of shipping and also that they could foresee what our Round-the-World service will mean to their port. This occurrence will go down in appreciation to our family.

NEW YORK WELCOME

Our arrival in New York took the form of a public affair. Mayor John F. Hylan of New York sent a representative and a large delegation representing the borough of Richmond to the steamer as soon as we tied up at the Staten Island pier. They officially welcomed me in behalf of the city of New York and extended an offer of co-operation and assistance for our service should we feel so disposed at any time to call on them.

Murray Hulbert, President of the Board of Aldermen, John H. Delaney, Commissioner of Docks, and Francis Holen, Commissioner of New York, each tendered me a hearty welcome and expressed great hopes for the future of our Round-the-World service. These officials also presented me with the freedom and key of the city of New York and I, indeed, felt highly honored upon being given the freedom of the greatest city in the world.

While in New York I carefully went over all details regarding the operation of our New York office and found things for the most part satisfactory. I also visited the 42-acre site for our Hunt's Point Terminal and feel more firmly convinced than ever that we must lose no time in getting the construction of that terminal under way, as the congestion of the docks of New York is nothing short of distressing. They are a decided burden to the merchants.

Over forty of the principal shipowners of New York attended my luncheon at India House and our meeting proved to be extremely beneficial to everyone. During my stay in New York I also gave a luncheon to the office force at India House and I was pleased to find that our office force had grown so during the last few years that sixty-eight persons accepted my invitation. It is only a matter of seven or eight years since a few of us steamship men got together and decided to establish India House as a club for shipowners and operators. From this very modest beginning India House has extended its activities so rapidly that no doubt, with the passage of years, it will become one of the traditional clubs of New York City.

Mat Brush, President of the American International Corporation, honored me with a luncheon at which he had twenty-five of the city's banking executives there to meet me. We confined our discussion principally to a resumé of world trade conditions, centering principally on the Far East. I have found that business men in the Eastern part of the United States are well posted in European and South American affairs but that the majority are lacking in information regarding the Far Eastern markets, consequently my friends were very much interested in what I had to tell them about China and Japan. A number asked questions regarding China and the outcome of the Civil Wars which constantly ravage that country, making commercial relations at times rather difficult.

In part I explained the great importance and benefits foreign trade was bringing to the New England States.

I convinced them that they would encounter nothing but honest, straightforward competition from us, which would permit us to be on the most intimate terms. I also assured them that no unfair means of any sort would be employed, nor would there be any rate cutting.

This world is full of competition and if we want to derive any real benefit from it we must fulfill all our obligations and be sincere in our promises.

At the conclusion of our luncheon I felt that some good had really been accomplished.

Due to the shortness of my stay in New York I was unable to make my usual round of calls but, nevertheless, succeeded in seeing a dozen or more of my business friends.

Having been away from San Francisco for the better part of half a year I naturally was anxious to return just as soon as possible. However, it was necessary for me to stop over a day in Chicago and determine the exact condition of our office there. At luncheon time I was invited by Mr. Harris of Harris Trust Company to be a guest of honor at an affair he was giving in order that I might meet twenty leading merchants and bankers of the city. These gentlemen seemed very anxious to have me give them an account of my observations of conditions in the Far East. I gave them a very informal talk about Far Eastern conditions. At the conclusion of the meeting I was complimented on my efforts and therefore felt that I had been able to convey a very definite trade message to my audience. As they were intensely interested I was very thankful to have the privilege of meeting them all.

MORE TRAVELING

I had only been at home a little over one week when I found it necessary to visit our lumber interests in Oregon and British Columbia. We had just opened our home and I invited my good wife to remain there and enjoy it. She asked if I had definitely decided to go. Upon receiving my affirmative reply, she said,

"Then I have decided to go too."

So we started traveling again on about a three thousand mile trip.

First I visited our mill in the city of Portland and found lumber being shipped to New York, China and Australia. I then visited our forests where we are getting out logs to supply our mill. Our camp, called the Green Mountain Logging Company, is about one hundred miles distant.

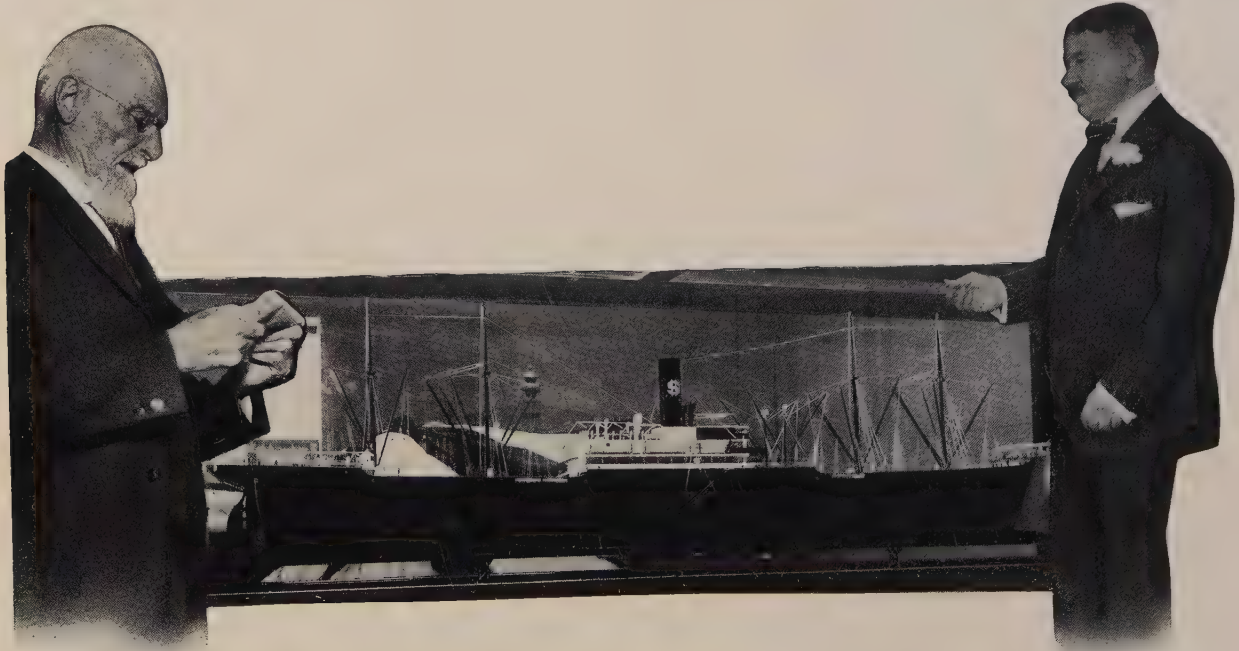
On arrival back in Portland I found an urgent call for me to go to Seattle. From there I went to our mill at Dollarton in British Columbia. I found they were cutting a lot of lumber, nearly all for export to Australia, Japan, China, India, and a quantity going to New York. Several large steamers were loading.

I spent one day in Vancouver looking over our affairs there. Then went to Vancouver Island and visited our Logging Camp at Deep Bay. We have five miles of railroad and good equipment for the economical handling of the business. I next went to our Union Bay Camp where we have ten miles of railroad. We have been logging here for several years and our timber in this part will be all cut out soon and we will have to move the equipment. We have carried a great many logs over this railroad.

I then had Melville Dollar take me on his yacht to Salmon River. It might appear this was a pleasure excursion, but the very reverse was the case as I was looking over a prospective purchase of timber, and especially desired to acquaint myself with the facilities for getting a railroad ten miles long into this new country.

I cannot help but contrast the great difference between my journey into the woods and the trip around the world which I had just completed.

For the last six months I had been concentrating exclusively on matters pertaining to ships and shipping, yet almost immediately upon my return to America I turned my whole



ROBERT DOLLAR

M. H. DE YOUNG

PRESENTATION OF MODEL OF THE "ROBERT DOLLAR"
TO DE YOUNG MEMORIAL MUSEUM

attention to the lumber business. During my visit in the woods I was entirely concerned with standing timber, logging, sawmilling and the disposal of lumber. Of course we export most of our lumber in our own vessels and consequently shipping does figure to a considerable degree, but the trip of which I now make mention, while it ultimately had bearing on our shipping, did not in any way include shipping problems. I think the following conversation which I had with the Chief Engineer of one of the big Admiral Oriental Passenger Liners illustrates my point quite clearly. The engineer made the following inquiry:

"I asked your advice as to what we better do about various things down here in the bottom of this ship, all of which you answered very satisfactorily to me. Now when you are out in the woods where you just came from, can you advise your foreman as well as you can me?"

I replied, "Far better, for before I was familiar with shipping I knew logging and lumbering from the ground up, as I worked at it from my boyhood. Whereas I had to pick up all my knowledge of shipping during the last forty years."

MODEL GIVEN MUSEUM

Shortly after my return from the north I was notified that a model of our freighter, the *Robert Dollar*, had been completed and was ready to be presented to the M. H. de Young Memorial Museum in Golden Gate Park. Mr. de Young has long been a friend of mine and I was very glad of this opportunity of contributing something to his Museum.

It so happens that the *Robert Dollar* is one of the largest freighters in the world, having a capacity of 18,000 measurement tons, and I thought that the model of this vessel would some day assume historical significance. Upon the day of presentation over two thousand persons gathered in the big statuary gallery of the Museum and witnessed Mr. de Young's acceptance of the model in behalf of the Museum. I also gave a brief talk on this occasion regarding world shipping and trade conditions and it seemed to be very well received. Mr. de Young made a gracious speech of acceptance and explained to the audience that the model which was being presented was the start of a large nautical exhibition which he hoped to install as he felt that the activities of the port of San Francisco should have adequate representation in the Museum.

The newspaper account of the presentation read:

"Before an audience of 2000 persons, who thronged Statuary gallery and adjacent corridors of the M. H. de Young Memorial Museum, one of the finest exhibits ever presented to the Museum was unveiled yesterday afternoon at an elaborate ceremony.

"The gift came from Captain Robert Dollar, President of the steamship company that bears his name and one of the leading shipping men of the United States, and was a model of the steamer *Robert Dollar*, the largest freighter in the world.

"The replica was draped in flags of the United States and rested in a huge glass case beside the platform built for the presentation ceremonies. Sharply at 3 o'clock Captain Dollar, Mr. M. H. de Young, founder of the Museum, and its curator, Professor George H. Barron, took their places upon the platform. Fifty guests of honor took the seats arranged in the foreground and hundreds of persons filled every nook and corner of the gallery.

"As chairman of the day Professor Barron introduced Miss Ruth Friedlander, soloist, who gave several piano numbers. Captain Dollar was then presented.

" 'In each day and age but a few men rise to such an eminence in their chosen line that their names are passed down into history,' Barron began. 'Some men endow hospitals, large institutions; some write famous books or beautiful poetry; others go into politics and carve their way to fame. But it was left for a man, born in the land of Bobbie Burns just eighty years ago, to make his name known in every port around the world, in every land touched by the waters of the Pacific and Atlantic, through the instrumentality of shipping.

" 'That man is Captain Robert Dollar, veteran of the sea, who sailed to the land of promise from his native Scotland

MR. AND MRS. ROBERT DOLLAR IN THE GARDEN OF SAN RAFAEL
HOME UPON THE OCCASION OF FIFTIETH
WEDDING ANNIVERSARY

when a lad of 12 years. Forty years ago he came westward, and since that time the name of Dollar has become famous. He began the construction of boats, and two years ago he began the construction of this beautiful model, that will be unveiled in a moment, a replica of the largest freighter in the world. Out of the greatness of his heart Captain Dollar wishes to give this model to the citizens of San Francisco for a place in their wonderful museum. Ladies and gentlemen, allow me to present Captain Robert Dollar.'

Captain Dollar acknowledged the appreciation of the audience and spoke briefly upon what the shipping industry has meant to the nations of the world, and to the Pacific Coast in particular.

" 'It gives me much pleasure to present this model to the museum for which Mr. de Young has done so much' the shipping man said. 'The donor of the museum has done so much in making this institution not only a credit to San Francisco, but an honor to himself. The Pacific Coast and Pacific Ocean have developed so rapidly in foreign commerce that American shipping is a necessity. Without ships foreign trade could not exist, so it is quite appropriate that this wing of the museum should be devoted to the models of ships and shipping generally.

" 'In view of the great future that is in store for this Pacific Coast in general, and this city in particular, this presentation representing the largest and highest class cargo steamship afloat, is to say the least significant. Especially that when we consider that while New York is the greatest commercial city in the world, San Francisco is sure to be the greatest seaport on the Pacific Coast, and in course of time will supersede New York.

" 'We are all therefore interested in the success and development of this museum, as the exhibits are an evidence of the advancement and the prosperity of this great commercial city, which started eighty years ago from nothing and is now the financial center of the Pacific West.

" 'By the way of encouragement let us see what progress has been made in the development of steamers and foreign trade. A little over one hundred years ago we had the first steamboat. Think of that, no steamships one hundred years ago! Consider what the introduction of steam has done toward making the world smaller. And the part steamers played in the last great war.

" 'The Pacific is going to become the center of the world's commerce, just as the Atlantic is today.

" 'The Suez Canal has long been established, the Panama was only opened a few years ago. Last year the tonnage passing through the Panama Canal was 2,000,000 tons greater than that of Suez.

" 'The need of an American Merchant Marine needs no emphasis when we realize the important part that shipping plays in the intercourse of nations. The American shipowners should have the support of every American citizen. How many American ships are there in this great commerce across the Pacific to the Far East? Not one American privately owned ship. We have American ships, but they are owned by the Shipping Board. Our Company is operating seven American ships across the Pacific, but this is in a round-the-world service.

" 'What we need is more privately owned American ships on the Pacific, owned and operated by American citizens, and every American citizen should be interested in helping to establish our nation's ships on the high seas. We are trying to do our part, running a two weekly service of American ships around the world, but we can only do very little. Every one must realize the importance to the United States of a Merchant Marine.'

"At a sign from Captain Dollar, the flag was drawn from the ship model and the tiny *Robert Dollar* was made a permanent part of the M. H. de Young Memorial Museum.

"Speaking upon behalf of the citizenry of San Francisco Mr. de Young accepted the gift, after a brief speech of eulogy voiced by Professor Barron, who characterized Mr. de Young as 'one of San Francisco's most beloved citizens.'

" 'I am more than pleased that I could come from the country this afternoon to receive from your hands, Captain Dollar, this fine exhibit,' Mr. de Young said. 'In sitting here for the last few moments my mind has been constantly reverting to those days when I first conceived the idea of this museum. It has become a habit with me in the last thirty years since its inception to think constantly of what can be done for this museum. Two years ago I first thought of a nautical gallery as something that should be incorporated in this institution, here in San Francisco, one of the greatest seaports of the country.

" 'I then wrote to the heads of the large steamship companies asking if they had any models or other material to donate. From Captain Dollar I received the reply that he would build such a model. Here it is today. Before you is the *Robert Dollar* that Captain Dollar had constructed especially for the city of San Francisco.' "

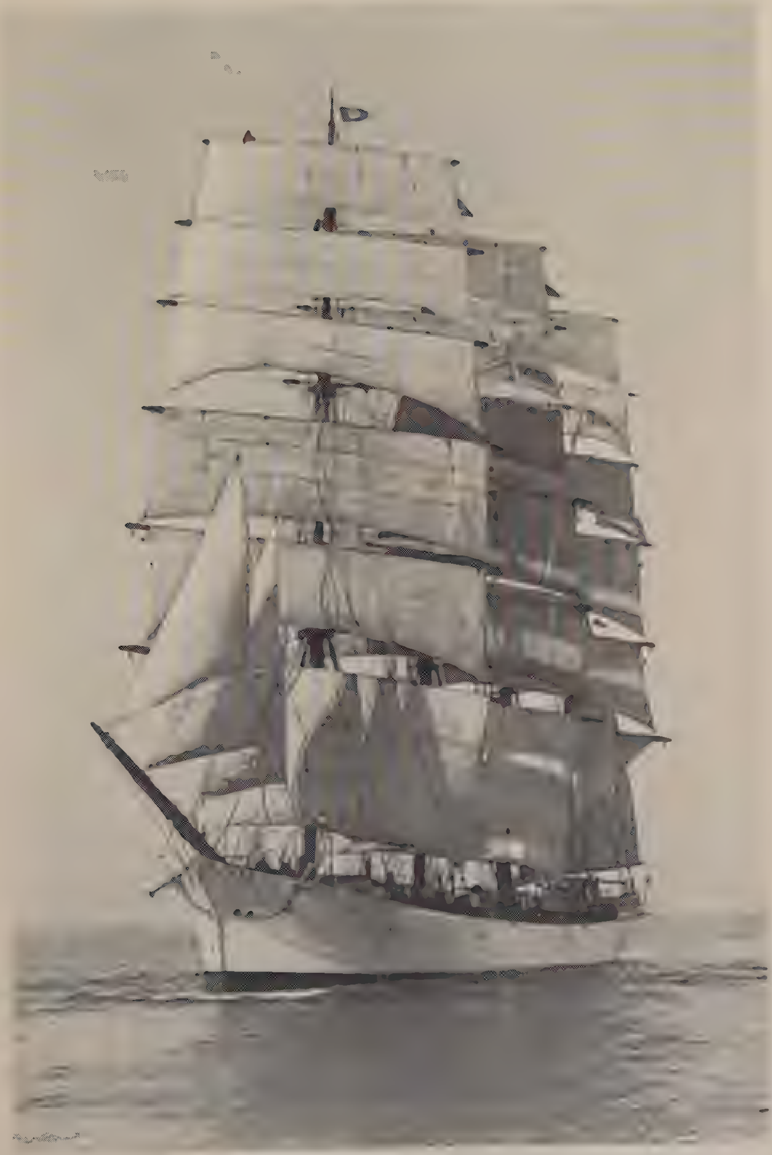
Chapter Eighteen

I think that it is fitting that I conclude this book of Memoirs with an account of one of the happiest times Mrs. Dollar and I have ever enjoyed. The occasion of which I speak was our Golden Wedding which we celebrated at our home in San Rafael. Seven hundred of our friends from San Francisco and the Bay Cities attended and the sheaves of telegrams, cables and letters we received from all parts of the world helped to make this celebration a very joyous occasion.

That the celebration of our fifty years of happy and pleasant married life is a cherished remembrance goes without question. Mrs. Dollar was intent upon making the celebration of our fiftieth wedding anniversary a large affair, so I left all the planning of it to her. We could not have had a finer day. It was warm enough to be comfortable and our garden was a delightful setting for the reception. We used the flags from several of our ships to decorate the grounds and the whole place presented a very gay appearance. It was fortunate that we made arrangements to give the affair on the lawn, otherwise it would have been possible to entertain a very limited number of our friends as our house could not have accommodated the big number that came. As it was we displayed the golden presents in the dining room and there was a constant crowd viewing them.

It certainly was one of the greatest pleasures of our long life for Mrs. Dollar and myself to have such a host of friends come and join with us in celebrating one of the big events of our lives.

I was also pleased to receive telegrams and cables from almost every country in the world. We appreciated very much the messages from our employees from all over the world, as it showed that they had a warm personal interest in our Golden Wedding.



THE "JOHN ENA", A FOUR-MASTED STEEL BARQUE
UNDER SAIL

William Sproul, President of the Southern Pacific Company, remembered our Golden Wedding with the following telegram:

"Please accept for yourself and Mrs. Dollar the hearty congratulations of Mrs. Sproul and myself upon the fiftieth anniversary of that marriage which has meant so much to your joint happiness and to your family and to the well being of the human family through your constructive career alike in your business relationships and in your philanthropies. The fifty years are crowned with a success which is so many sided that they must be filled with satisfaction to yourself and to Mrs. Dollar, as they are a source of pride and felicitation to your fellow citizens and all who know you throughout the domain of our widespreading friendships. We are joined in the hope and expectation that the future years will be filled with continued happiness."

Other cables and telegrams included messages from Sir Robert Balfour, Liverpool; Herbert Fleishhacker (then in France); J. R. Booth, Ottawa, Canada; H. Cunninghams, United States Counselor General at Shanghai; Mayor James N. Curley of Boston; Congressman C. F. Curry of California; T. L. Duff of London; Sir Henry Egan, Ottawa, Canada; Mr. and Mrs. Walter A. Haas, San Francisco; Mr. and Mrs. A. F. Haines, Seattle; Meyer Lissner, of United States Shipping Board; E. H. Outerbridge, President of New York Chamber of Commerce; Mayor and Mrs. James Rolph, Jr. of San Francisco; Mayor Balfour Gray of Falkirk, Scotland; and Mr. and Mrs. Joseph Tynan, San Francisco; Oakley Wood, New York.

I also think it fitting to give extracts from a few of the many letters we received:

San Francisco,
September 8, 1924.

"We hope you may be spared to enjoy many more years together and have the privilege of continuing these constructive things in life that have made your lives so useful and beneficial to mankind throughout the world."

(Captain) A. E. Anderson,
President, California Transportation Co.

San Francisco,
September 6, 1924.

"However, please accept our heartiest possible congratulations. For any two to live together fifty years is surely a blessing rich as it is rare. It is a lifetime in itself. God has been especially good to both of you thus to spare you to each other so long and so happily. You have an host of friends."

H. H. Bell, D. D.

New York,
September 2, 1924.

"I know from all the beautiful things you have said that without the loyal companionship, help and affection of Mrs. Dollar you never could have arrived at the great pinnacle of success which you occupy today and you should be mutually proud of each other."

M. C. Brush,
President, American International Corp.

Berkeley, Calif.
September 9, 1924.

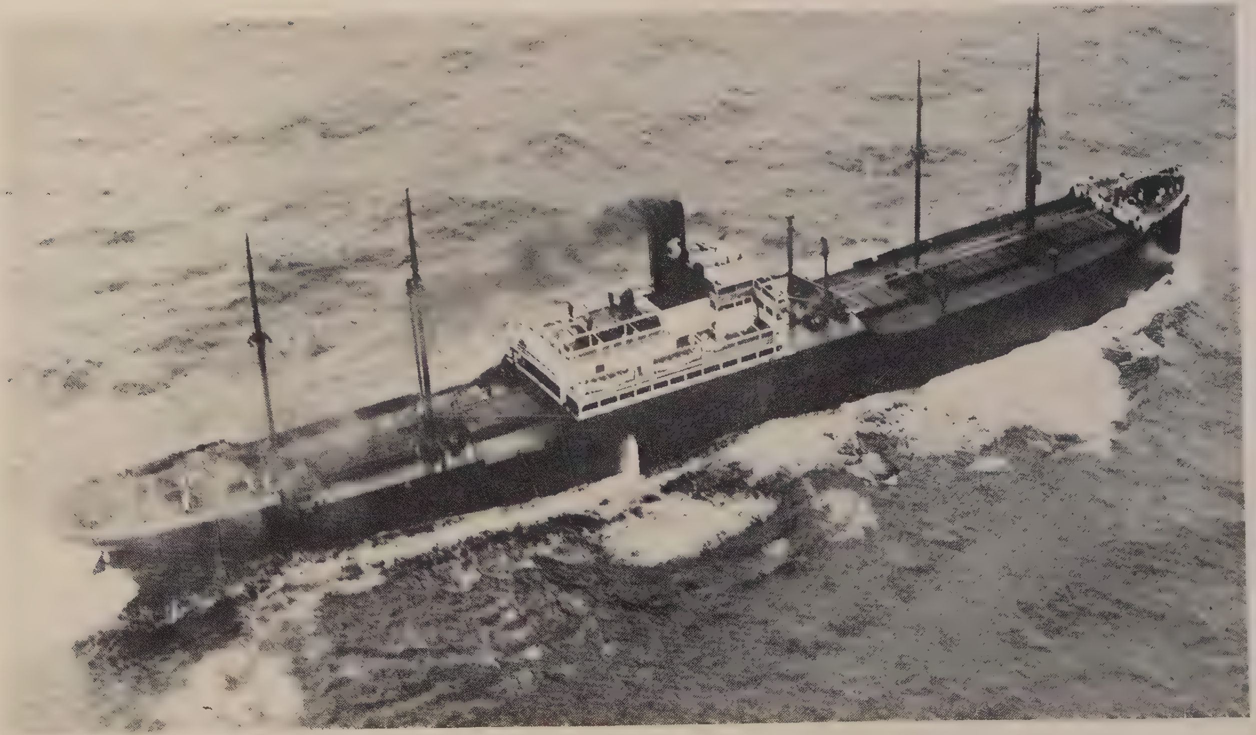
"May God bless you both and give the best years of your lives even after this auspicious rounding out of fifty years of wedded life. I noted with eminent satisfaction the quotations from your wife in the daily papers. There never was a time when such counsel was as needed as today."

Frank S. Brush, D. D.

Chicago, Ill.
September 2, 1924.

"You have not only raised a family of children who are performing useful service in the world's affairs but you have, in my opinion, done more to promote the development of the commerce of the United States in foreign countries than any other citizen, and you have done most of it after the time when men generally feel like taking life easy and transferring the burden of active work to younger shoulders."

H. E. Byram,
President, Chicago, Milwaukee & St. Paul.



THE "ROBERT DOLLAR" IN MID-ATLANTIC GIVING POSITION TO THE "ZR-3", FIRST ZEPPELIN TO CROSS TO AMERICA. PICTURE WAS TAKEN BY ONE OF THE CREW OF THE GIANT AIRSHIP

Copyright by International

New York,
September 4, 1924.

"In looking back upon your life you must find a great deal of satisfaction in knowing that both of your lives have been devoted to work which has been helpful to those with whom you have personally come in contact and your business life a constructive one, the results of which all Americans are proud."

Edward P. Farley,
Ex-Chairman, U. S. Shipping Board.

New York,
September 5, 1924.

"You are an excellent example to us all and I honor and esteem you more than I can express."

P. A. S. Franklin,
President, International Mercantile Marine.

San Francisco,
September 5, 1924.

"You are particularly fortunate for, in addition to your happiness at home, you have been given the satisfaction of having earned by your own efforts a position of world-wide leadership in financial affairs and in activities having for their purpose the betterment of all mankind."

(Captain) I. N. Hibbard.

Chicago,
September 5, 1924.

"I believe the pleasure is not so much in the achievement as in the doing, not in the winning of a race, but in the running, not in character and reputation but in the building of it, and not in the reverence accorded but in the love that prompts it."

Albert W. Harris,
President, Harris Trust Company.

San Francisco,
September 10, 1924.

"I feel that you can say with me that the wife still is dearer than the bride. Love wears a large mantle, and romance is always young."

A. B. Hammond,
President, Hammond Lumber Company.

GLEN COVE, NEW YORK,
September 6, 1924.

"You have given so much happiness to others for so many years that the opportunity is most welcome to say to you what a great influence the example which you both have set has had upon the writer and how very deeply the friendship you have shown to him and his family has been appreciated and how fully it is returned."

K. C. LI,
President, Wachang Trading Co.

FORT BRAGG, CALIF.,
September 9, 1924.

"It has not been our privilege to know you intimately by reason of personal contact but having been a resident of Fort Bragg and vicinity for over thirty-five years I have not been unmindful of your early enterprises in Mendocino County or of your present vast engagements with the whole world embraced in the field of your activities."

A. A. LORD.

SAN ANSELMO, CALIF.,
September 11, 1924.

"We sincerely congratulate you that you are spared in health and vigor to see this day, and that the years have been so filled with usefulness and generous helpfulness to many good causes."

WARREN H. LANDON,
President, San Francisco Theological Seminary.

ENTRELAC POST OFFICE,
PROVINCE OF QUEBEC,
September 5, 1924.

"In a life of constant travel I have been in a position to see not a little of your world-wide and most wise and generous beneficence. It would be difficult to overstate my sense of the splendid strategy and Christ-like character of your achievements."

JOHN R. MOTT,
General Secretary, Y. M. C. A.

San Francisco,
September 3, 1924.

"It is a wonderful life you have led, and all your friends are very proud of what has been accomplished by both of you."

(Judge) W. W. Morrow,
United States Circuit Court.

Glasgow, Scotland,
September 4, 1924.

"We do, however, most warmly congratulate you and we trust that Mrs. Dollar and you may be spared to each other for many years and that you may be able to continue your activities for the world's good in the days that are to come."

(Lord) Maclay,
Shipowner.

New York,
September 5, 1924.

"You know how highly I have always valued your friendship and I do hope we may be spared to meet many times. Yours has been a life of success in doing well and you must be very happy in coming to this half century of your ideal married life."

Welding Ring,
Shipowner.

Washington,
August 23, 1924.

"I regret exceedingly that circumstances beyond my control will prevent me from being present on this interesting occasion. I take this opportunity to offer to you my hearty congratulations upon the completion of half a century of married life and best wishes for many happy returns of the day."

Sao Alfred Szi,
Chinese Ambassador to Washington.

New York,
September 3, 1924.

"You have had fifty happy and useful years together and there are few couples in the world who have been able over such a span of years, not only to enjoy the happiness of a congenial life together, but also to help so many other people and make the world happier and better."

Charles A. Stone,
President, Stone & Webster.

Chicago,
August 25, 1924.

"I have often envied you your experiences and the universal regard in which men hold your opinion and advice."

Harry A. Wheeler,
President, Union Trust Company.

Peking,
September 20, 1924.

"Please accept my heartiest congratulations on the fiftieth anniversary of your continued prosperity and enjoyment of every blessing that this world can bestow."

W. W. Yen,
Minister of Foreign Affairs for China.

We were also very happy to have a nice letter from His Excellency Li Yuan-hung, ex-President of China.

"Dear Mr. Dollar:

"I consider it a great honor to receive your invitation to be present at your Fiftieth Wedding Anniversary. I received the invitation when giving a luncheon to a number of prominent officials and was very much pleased to be able to make an announcement of this glorious occasion to the guests, most of whom know you intimately.

"I, for one, shall always gratefully remember how you have helped the people of my country and myself. I recall six years ago when you and your able son, Mr. Harold, dined with me that you promised to help me for another twenty-five years.

"I deeply regret that owing to the distance I cannot be present to offer my hearty congratulations but I desire to have you know that there resides in my heart an immeasurable joy for your happiness.

"As a small token of my hearty greetings I have ordered a gold picture frame. This frame consists of two hearts joining together on which Chinese inscriptions are to be carved. When it is ready it will be sent to your Tientsin Manager for transmission.

"In concluding I wish to offer all good wishes to both your good self and Mrs. Dollar, and my most respectful congratulations.

Li Yuan-hung, Ex-President of China."
Late President of the U. S. Cham. Com.

Our friends also very generously remembered our Golden Wedding with magnificent gifts. In fact we were both overwhelmed with the beautiful tributes of friendship and affection which we received.

My dear wife and I feel our years together have brought us such a boundless degree of success and happiness that we are, indeed, a most fortunate couple. Now that our marriage has reached the half century milestone we can only express our gratitude to the merciful Father who has given so freely of His bounty.

ADDENDA

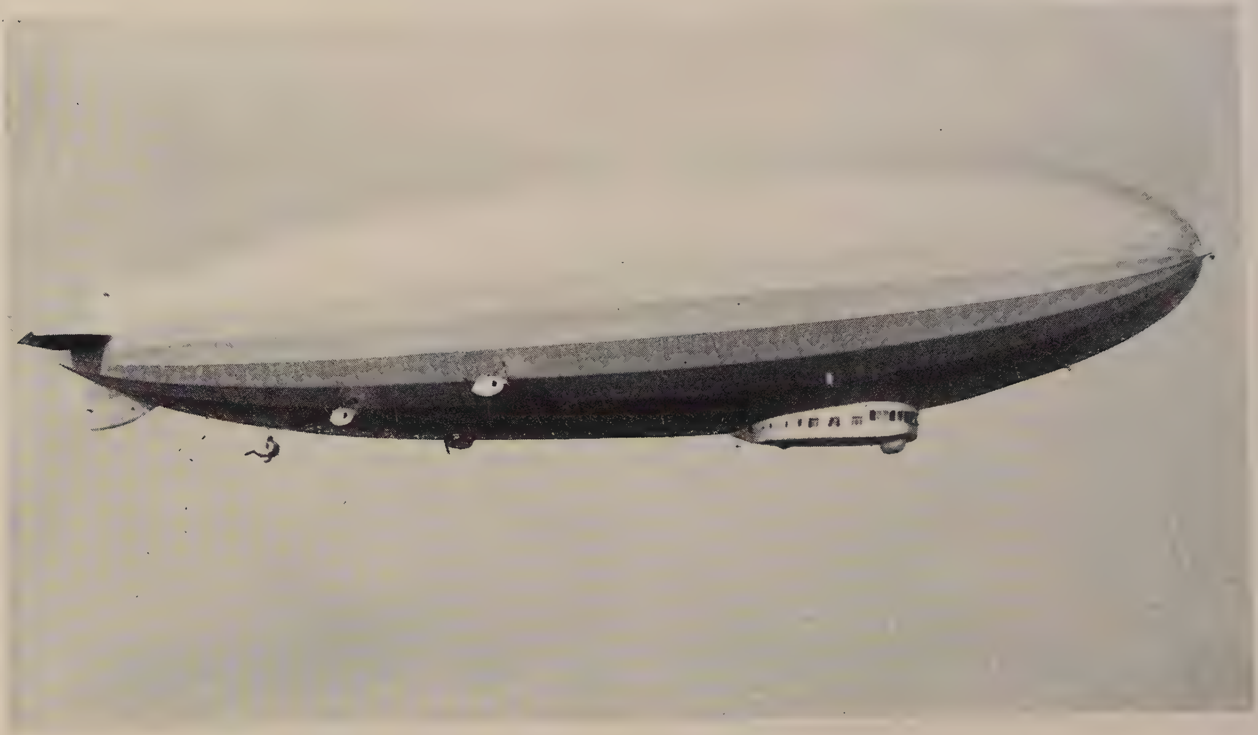
BECAUSE this book has confined itself to ships and shipping both at home and abroad, I feel it quite in order to relate the part the *S. S. Robert Dollar* played in the first trans-Atlantic voyage of an airship.

When the German zeppelin ZR-3 left its mooring place in Germany and headed for America, history was in the making. With the unerring instinct of a bird, the ZR-3 neared the shores of America, and although it passed over many familiar landmarks in Europe before quitting the shores of Spain, no ships were sighted during the air voyage across the Atlantic until the air liner was within a few hundred miles of the American shore line, when it passed over the *Robert Dollar*. Anxious to know whether it was adhering closely to its course, the ZR-3 circled over the *Robert Dollar* and asked for its position. The Captain of the *Robert Dollar*, then reversed his signals in order that the air navigator might read them with ease.

While this courtesy of the seas was being accomplished a member of the crew of the airship photographed the *Robert Dollar*. This picture was later published throughout the United States and considerable comment was made regarding the meeting of the airship and our cargo carrier.

The initial air crossing of the Atlantic is very significant, for I feel that while ships will always carry the major portion of the world's cargo across the seas, nevertheless, air transportation will some day prove practical.

Within my lifetime I have seen water transportation evolve from the sailing ship with its tall masts and outspread sails, to the present day ocean liner with powerful engines in its hold. Now comes the airship, speedy, commodious and capable of conquering the Atlantic. The years ahead will undoubtedly bring airships nearer perfection and we ship owners in the future will have to compete with the carriers of the air.



GERMAN ZEPPELIN "ZR-3"

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1925

Momentous events came early in 1925 with the purchase of the five passenger steamers, known as the 535's because of their length, then being operated by the Pacific Mail Company. These vessels were the *President Lincoln*, *President Pierce*, *President Taft*, *President Cleveland* and *President Wilson.* Let it be understood that these liners were not acquired without a struggle; with injunctions and hearings of protest against the United States Shipping Board's action in awarding the Dollar Line the ships, the contention flew thick and fast. Finally on April 29th, after the courts had held that our bid of $5,625,000 was in order, the Shipping Board announced that the first of the vessels, the *President Lincoln*, would be taken over from the Pacific Mail Company by the Dollar Line on her arrival May 2nd and would make her first voyage to the Orient May 16th. We actually acquired her May 12th.

Caustic editorial comment ran riot during the negotiations to acquire the five steamers. Some of the writers seemed to obtain a true vision of our aims and purposes, others branded us as monopolists and several varieties of octopi. Just to show what some of the editorial opinions were in our favor I here set down in full an editorial from the columns of the powerful Hearst chain of papers.

"KEEP OUR LINERS IN AMERICAN HANDS"

"The United States Shipping Board now seems to have acted for the best interest of the American people when it sold the five 15,000 ton steamships now running between San Francisco and Oriental ports to R. Stanley Dollar and his associates of the Dollar Steamship Line.

"Not only was the Dollar Line the highest cash bidder, but what is overwhelmingly important—it is an American Line!

"This is not true of the Pacific Mail Steamship Company. It is largely owned by foreigners. It is owned chiefly by the International Mercantile Marine, the American International Company and by Grace and Company of New York.

"These concerns have always operated under British register.

"The Dollar Line is first, last and always a steamship line for steamship purposes. Its stock is all owned by Americans. Its stock has never been a football of speculation.

"The three concerns which control the Pacific Mail Steamship Company have been active in foreign shipping pools, as, of course, they have a perfect right to be. They have never been identified with the building up of an American Merchant Marine and that is now the important consideration of the American people.

"The Dollar Line declares that, under its control, these five steamers, the greatest under the American flag except the Leviathan, will always be at the command of the United States Army and Navy.

"Before the World War, the Pacific Mail Steamship Company sold two of the finest ships under the American flag, the *Korea* and the *Siberia*, to Japan.

"The overwhelming value to the United States of these so called 'President Ships,' the finest in the Pacific, is not in dollars and cents, but in their commercial power in time of peace and their naval auxiliary power in time of war!

"If we sell these great steamships to the Dollar Line, we have the money and we still have the ships, but if we sell them to the Pacific Mail Steamship Company, we have the money and foreigners have the ships!

"No foreign power would permit such a great national asset to leave its flag; it would not let foreigners bid for them as against its own people.

"The whole logic behind America's long and insistent demand for a merchant marine is behind this sale to the Dollar Line!

"To sell these Queens of the Pacific to foreigners would be as unthinkable as to sell our navy to foreigners, for in time of war a navy is helpless without a merchant marine.

"To build an ever greater merchant marine is America's solemn duty and for her to sell the merchant marine to other nations would be a crime against the welfare of the United States."

Coming events seemed to cast their shadows before in an article sent out of Washington over press wires indicating that the United States Shipping Board expected our company to take over the five passenger steamers then operating under the flag of the Admiral Oriental Line from Seattle to the Orient. That you may have a resumé of the situation, I quote the article which was printed in the San Francisco Examiner of April 30th, 1925.

"With the signing today of a contract between R. Stanley Dollar and Chairman O'Connor of the Shipping Board, by which the Dollar Line acquires the five 'President Ships' now operated by the Pacific Mail from San Francisco, it became known that the Board expects Dollar to take over the five ships he is now operating from Seattle in about six months.

"The six month period is believed to be sufficient for the Dollar interests to take over and operate under its own schedule the five ships it has just obtained.

"Acquisition by Dollar of all ten of the 'President Ships' now sailing between the Pacific Coast and the Orient will silence objections in certain quarters that Dollar now is operating the Seattle line for the government in direct competition with his own ships from San Francisco.

"Chairman O'Connor was authorized to sign the contract by majority vote of the Board, which today divided five to two. Commissioners Benson and Thompson, who have opposed sale of the ships to Dollar, voted against approving the contract.

"Vice-Chairman Plummer, however, who was the third member of the apparently irreconcilable minority of the organization, voted with the majority. He emphasized that his views as to selling the ships to Dollar had not changed, but that since the Board had taken final action the question of signing the contract was merely one of administrative routine, which he would not obstruct.

"Delivery of the vessels to the Dollar interests will begin with the arrival of the *President Lincoln* at San Francisco on May 2nd. It will be taken over the same day and will make its first voyage to the Orient for the Dollar Line on

May 16th. The other ships will be handed over by the Pacific Mail as fast as they arrive at San Francisco. The last of the vessels will be in the possession of its new owners some time in June.

"The price agreed upon for the five ships was $5,625,000. As each vessel is taken over, the Dollar interests will make a cash payment of one third of its purchase price. The rest of the payments will be extended over a period of twelve years."

The New York Journal of Commerce, a great, powerful organ, had its say as follows in its issue of April 27th:

"Criticisms of members of the Shipping Board on account of the sale to the Dollar Steamship Line of the five passenger ships operated by the Pacific Mail in the San Francisco-Far East service find little support among shipping men of this city. The belief is general that the award will serve to stimulate bidding by other private interests for Government ships. As to the allegation that the transfer of these five ships to the Dollar interest will give the latter a monoply in the Trans-Pacific trade, an official of one company with interest in the Pacific said:

" 'In view of the fact that the Canadian Pacific, Nippon Yusen Kaisha and Osaka Shosen Kaisha maintain regular services across the Pacific with first class passenger and freight ships, it can hardly be held that the Dollar people will have a monoply. And even if they had, wouldn't it be preferable to the present Government monopoly?'

"The speaker assumed, naturally, that the President would not extend the coastwise laws to include the Philippine Islands, which action would in fact grant a monopoly of the Manila trade to the Dollar interests.

" 'Everybody has been clamoring for the Government to get out of the shipping business,' he maintained, 'but when a private concern does make what is considered a fair bid under the existing conditions the fault finders get busy. They did the same thing when the International Mercantile Marine tried to buy the Leviathan and eight other German-built ships for $14,000,000 just after the war. That sale was blocked and the result has been an added loss of millions of dollars to the taxpayers.' "

THE "PRESIDENT LINCOLN", THE FIRST OF THE "535's" ON HER FIRST VOYAGE

Now we had five new ships. Trade must be aroused to fill them so I planned a trip across the Trans-Pacific route and thence around the world. It had been more than a year since I girdled the globe and I was wondering if the passage of months had brought any increase in trade or international friendliness.

'Mid a chorus of good wishes, a wealth of flowers and the salutes of other ships in the harbor, Mrs. Dollar and I sailed aboard the *President Lincoln* bound from San Francisco to Honolulu and Oriental ports, Saturday, May 16th, at 4:00 p. m.

We had not disturbed the personnel of the recently acquired *President Lincoln* nor was it our intent to do so on any of the 535's we were taking over. For the first day or so there was a reticence on the part of some of the officers aboard; finally it dawned on them that the "new boss" was just as human as the rest of them, that he was just as much a worker as anyone aboard, and all coldness and diffidence disappeared. My education as to the operating of the 535's and conditions in the various ports of call was rapid; before we had reached Honolulu I knew where to go and who to see.

It was nearly ten years since I had been in Honolulu and the growth of the city astounded me. We were royally entertained and we underwent the quaint and beautiful customs of the land, the bestowing of wreaths of flowers, and we wore our wreaths with full appreciation of the good wishes that went with them.

At a luncheon given at the Country Club by the Directors of the Honolulu Chamber of Commerce, at which Governor Farrington was present, I was asked to say a few words on the possibilities of trade in the Pacific. In the course of my remarks I told the huge gathering:

"The world's commerce is moving toward the Pacific Ocean and today it is still in its infancy. It is necessary to look ahead twenty or forty years from now to appreciate what this will mean, but I hope to see the time when the Pacific will be the commercial center of the world.

"One must also look back forty years to realize what Honolulu has become. The sugar and pineapple industry have been developed here, but there is still another important factor to be considered, that is, tourist.

"Tourists are usually people of capital; bringing them here does not concern the question of how much they will spend—it may be very little. But when they have come here and made the acquaintance of the Islands and the climate, some will remain and establish new industries and widen the scope of business.

"It has been said that the Dollar Lines were seizing control of shipping on the Pacific and that disaster and desolation would follow as a result. With the new line just established, I hope to make a little out of it—or at least to come out whole, therefore it is to my interest to do everything that is humanly possible to develop commerce here."

One of the Honolulu papers paid me this tribute:

"ALOHA, CAPTAIN ROBERT DOLLAR"

"In Captain Robert Dollar, Honolulu receives today the dean of American shipping operators. At the age of eighty-one he is more active than men of half his years. At eleven years more than three score and ten he has forgotten more about ships and their crews than will be learned by ninety per cent of the young men who aspire to follow in his steps. White-haired, white-bearded, gnarled but keen-eyed, he is the James J. Hill of the ocean steamship lanes.

"By acquiring the five President-class vessels operated by the Pacific Mail, Captain Dollar has made himself a dominant figure in trans-Pacific shipping. No man heretofore has had half his power. No man who preceded him in this ocean could have wielded that power so well."

June 2nd, 3rd and 4th, I gave up to visiting Yokohama, Tokyo and Kobe. On arriving at Yokohama I was met by my son Harold. To visit Yokohama after its severe earthquake was interesting. I found that the Japanese part of the city had been well built up again, mostly small size one- and two-story buildings; there were not many real good buildings and I would say that it is not nearly as good a city as before the quake. The foreigners have done nothing toward building on account of the Japanese Government refusing to renew leases; even where they were perpetual leases they now want to repudiate them. The streets are very poor, in fact not nearly as good as our country roads in California.

These remarks apply to Tokyo as well as Yokohama. They have done well in repairing the damage done by the earthquake but they have a long way to go yet to get back to where they were.

In Tokyo I had a pleasant visit with Takeshi Shirani, President of the Nippon Yusen Kaisha, also N. Ohlani, their Managing Director, and Mr. K. Tanaka, their Yokohama manager.

I was going to call on Viscount Shibasawa, the Grand Old Man of Japan, but was real sorry to learn that he was sick in bed. We then called on Ambassador Bancroft and had a pleasant talk with him. We knew each other before and he was real pleased to meet us and was very hearty in his congratulations on our purchase of the five Shipping Board steamers.

At Kobe I had a mighty busy day. Having left Yokohama the night before by train we were into Kobe early and up to the Admiral Oriental Line office at 9:00 a. m. It may be of interest to know that in the one day I spent in the city I called on twenty-four competitors and patrons. Elevators are few and far between in Kobe so I resorted to my stair-climbing experience with the result that when night came I needed no lullaby.

The port of Kobe is improving; wharves, warehouses, customs house and many other advancements had been made since I was in the city eighteen months ago. Many improvements are contemplated so that Kobe will remain the great seaport of Japan.

We got into Shanghai on June 6th where I received a cable from our San Francisco office asking if we wished them to send out provisions. At first I could not understand it until it was explained to me that a strike was in progress in Shanghai and the inquiry came as a result of fears born of the exaggerated and false reports in the American newspapers about the existing conditions in Shanghai, giving the idea that starvation was imminent.

A good part of my time in Shanghai was taken up in receiving Chinese business men headed by the Chinese Chamber of Commerce who urged me to go to Peking and confer with the two contending Generals, Chang Tso-Lin and Geng Yu-hsiang, in an endeavor to prevent more bloodshed and to establish a solid permanent government. At the present time there is practically no government worthy of the name in Peking. Several deputations saw me for this purpose but I explained to them that it was impractical for me to attempt such a thing at the present time.

A Chinese newspaper made the following statement; the translation was as follows:

"Captain Robert Dollar, for more than a quarter of a century a close friend of China and the Chinese people and probably the first prominent American citizen to recommend to the American Government the recognition of the Chinese Republic in 1911, arrived in Shanghai on the *President Lincoln*. Captain Dollar is accompanied by Mrs. Dollar. Mr. and Mrs. J. Harold Dollar will accompany them to Manila and may make the trip around the world.

"Despite the seriousness of the present situation at Shanghai, Captain Dollar is still an optimist on China and stated his belief that the Chinese Republic is soon to become one of the great nations of the world. As proof of this Captain Dollar pointed to Shanghai's shipping figures for last year, which gave the city a prominent place among the ports of the world from the standpoint of entrances and clearances of ships. He also pointed to the fact that the Panama Canal last year registered 2,000,000 more tons of shipping cleared than the Suez Canal, as proof of his long contention that the era of the Pacific Ocean is now at hand."

I made thirty-nine business calls during my short stay in Shanghai, spoke to 175 business men at the Rotary Club, and delivered an address in the Community Church on the "Relationship Between the Missionary and the Business Man." This is a controversial subject and I told the congregation that I was sure to say things that neither side would agree

THE ROBERT DOLLAR SCHOOL AT SHANGHAI, CHINA

on altogether, however, I was told by a good many, after the meeting that my address would have the desired effect of getting them to pull together and act more in harmony than they have been doing in the past.

Judge Joseph Buffington, of Pittsburgh, after returning from a trip to the Orient, said in speaking of one phase of Captain Dollar's activities:

"Hankow, the greatest potential commercial center of China, in fact, the greatest of the Orient of the future, has been developed by Captain Robert Dollar of San Francisco, who possessed the foresight to go into that uninviting territory when conditions were most unfavorable, and launch a project that has won not only the good will of the Chinese, but that has also won recognition of all other nations interested in the straightening out of the tangle of the Far East."

An interesting bit of my stay in Shanghai was a visit to the Robert Dollar School at our wharf across the river from Shanghai, which had been built since my last trip to Shanghai, as the previous building was far too small. It is a better and more substantial building than I had any idea of and it will certainly last for many years to come.

On account of the strike in Shanghai and it being the eve of the summer vacation there was not a full number of children at school, the total being 160, of which 126 were present. It is a very gratifying sight to see them being educated and I feel that we are getting good returns for the money invested in the building and the school and in paying for the teachers, as no children had ever been educated in this part of China before I started this good work a few years ago. Now they get their education by Chinese teachers free of charge and in the Chinese language.

I was very pleased to see the tremendous progress that had been made by the American Community in Shanghai. The erecting of the splendid buildings for the American Schools, American Community Church and American Club —which is the finest club in any part of the world—is a very gratifying evidence of the great progress made by the American Community in the past few years. The large congregation of the Community Church was the best evidence one could have of the increase that has taken place in the American population.

On our last day in Shanghai I had our employees to a luncheon at the Hotel Majestic at which eighty-two were present. I had a very enjoyable time and the result I hope will, as on former occasions, produce a good feeling of co-operation and pulling together, which I am pleased to say was in evidence by all hands.

My time in the port of Hong Kong was unreasonably short. However, I made the best of the twenty-three and one-half hours I had in the harbor. At 5:30 p. m. June 17th, on our arrival, I arranged to have the heads of all departments take dinner on board, after which we had a meeting which lasted until 11:00 p. m.

I made about a dozen calls in Hong Kong despite my limited time and of the dozen, one-half were on prominent lumber dealers of the city.

The situation in Hong Kong, especially in Canton, became so acute that we decided not to send any more of our steamers to Whampoo. The *President Adams* called in at Hong Kong and had a great deal of difficulty and trouble. The strikers took out all the Cantonese and endeavored to compel the Ningpo men to leave the ship but they refused to do so and a fight ensued, in which the Cantonese got the worst of it. They retaliated later on by throwing stones, so our ship left without a steward's crew, but the deck and engine room departments retained their full force, again demonstrating the benefit of having a mixed crew.

While in Manila we stayed at the Manila Hotel and during the afternoon of our arrival we met quite a number of old friends.

On Tuesday evening, June 23rd, we were guests of honor at a banquet given by the Chinese Y. M. C. A. It was a very enjoyable affair and we had a very pleasant evening. They were particularly anxious to give me this reception owing to my having started the subscription which enabled them to buy and own the present grounds and building, which, I might add, has been accomplished, as the last time I was in Manila I donated four thousand pesos for this purpose.

On Thursday, June 25th, the Rotary Club gave a complimentary luncheon for us at which there were over 300 present. As is usual with the Rotarians, there was singing. Then Mr. Edw. Johnson, the operatic singer from Guelph, Ontario, and who was a passenger on the *President Adams*, gave us a talk, and Vic Smith was made toastmaster and introduced me in a very complimentary manner. I talked of the condition of affairs in different countries bordering on the Pacific and the progress that is being made; all of these remarks appeared to be very much appreciated.

I made eighty-eight business calls while in Manila. One must keep in mind that elevators are a rarity in this land, so my training as an Alpine climber is almost completed.

I had a long and interesting interview with the President of the Senate, Manuel Quezon, at the Government House and he appreciated my visit so much that he and Mrs. Quezon came down to the ship before midnight to see us off. He had had a decidedly wrong impression of what we were going to do and had vigorously opposed our getting the ships, but without any egotism I am quite safe in saying that I made a complete convert of him and he is, I think, more in our favor now than he ever was against us before.

This I accomplished by explaining to him the kind of service we were going to maintain and by convincing him of the fact that our Manila business could not possibly prosper without the Philippine Islands being benefited—that we were so closely linked up and tied together that the success of the Philippine Islands was our success, their failure being our failure. I also explained to him what we intend doing in mail matters and that instead of them having irregular sailings, they having to wait sometimes fourteen days for a mail steamer, as soon as we made an arrangement with the Shipping Board at Seattle that we would put in a regular mail service and arrange for delivery of the mail and a sailing every week on a certain day. I therefore feel quite safe in stating that we will have the Government of the Philippines behind us in all our efforts. The results of my interviews with the Director of Posts and Mr. Quezon will be far reaching and beneficial to us. These same remarks to a very great extent would apply to practically everyone that we called on, so as on former occasions it is quite safe to assume that our visit will result beneficially to our company.

I find that up to January 1st, this year, they had very bright and high hopes and expectations, but the prices of the commodities they had to sell slumped and business has been very quiet during the last three months and they were not nearly so hopeful. However, the financial conditions of the Islands were quite satisfactory, and we could confidently hope for more cargo, both east and west bound, and also for our round the world steamers. As far as passengers are concerned, we will get the great bulk of them.

This is especially true of the Filipino steerage passengers going to the Hawaiian Islands under contract to the sugar companies. This is certainly a big and permanent business that we want to look closely after by making it entirely satisfactory to the passengers, the general public and sugar companies as well.

The following transcript from a Manila paper was published on my eighty-first birthday:

"Captain Robert Dollar, of San Francisco, world citizen and dean of American shipping men, on his eighty-first birthday declared that he had been in the pioneer class all his life. That he would always work because he believed work to be the foundation of all real happiness in this world and no man is ever old enough to retire; but mainly, because he likes to work. Seven hours hard grind, supervising the world-wide interest of the Robert Dollar Company and the Dollar Steamship Line, marked this birthday celebration.

"Captain Dollar still retains the vision of his youth and looks forward to great days for the Pacific Merchant Marine. 'In twenty-five years,' he says, 'vessels on the Pacific will equal in number those on the Atlantic. Later we shall outstrip the East. The wants of the Orient are increasing, and business is expanding steadily. We must keep right after that trade if we want to retain our leadership.'

"Here's hoping that this virile Scotch Viking may long continue his leadership in the American Merchant Marine, and that of him it may be said to the end, as was said of the famous leader in the olden times, 'his eye was not dimmed, neither was his natural force abated'."

We sailed from Manila on the *President Adams* on Thursday, June 25th, at midnight, and made fast at Singapore on the morning of June 30th. During the three days that we were in Singapore I called on fifty-five of the leading merchants and leading competitors and found a very good feeling existing toward our company.

I ascertained in going around among the shippers that a feeling of confidence exists in favor of our company. This is no doubt due to the fact that our ships have been arriving and sailing promptly on time and the shippers feel certain that, barring accidents, when they make a shipment of rubber or tin on our steamers, delivery will be made on the day and hour they expect.

I had a pleasant visit with several of our big competitors, talked the situation over quite fully with them and found a very friendly attitude toward our company even though we are in such keen competition with them and taking away a certain amount of business that they formerly controlled.

We sailed from this port for Penang at 6:30 p. m. July 2nd.

We arrived at Penang at 1:00 p. m. July 4th and were met on arrival by their able manager, Mr. Russell of Sime, Darby & Co., our agents at this port, and by Mr. Ford, American Consul. We were induced to take a trip around the island as I never had seen that part of Penang. This trip of forty-seven miles over a splendid road took up most of my time here, otherwise I would have called on more of the merchants. This trip is well worth seeing and passengers should be encouraged to take it as it is very attractive, giving a wonderful idea of the tropical conditions of the country.

The following was printed in the Penang Gazette. The writer had asked me whether he could visit the *President Polk* as he had never before been on a "dry" ship. After his visit the poem was published and I thought it was very interesting:

"On the *President Polk* their spirits are high;
And their manners are charming—altho she is dry,
As dry as the dust, confess it we must;
But their food is so good, you could eat till you bust;
And nowhere on board is the least sign of rust.
Good luck to you, Dollar, good luck to your Line.
We toast you in water; and sure we'll not whine."

At Colombo I met many of the business men and all of our competitors. We sailed from Penang at 2:30 p. m. on July 9th, arriving at Suez, July 20th, at 5:00 a. m. At Suez, Port Said and Alexandria I spent all of my time with our agents and in calling on consuls and business men.

The Egyptian Gazette made the following statement:

"Mr. Robert Dollar, the American shipping magnate, is making his second round the world cruise on the famous Dollar Line, President Liners. When the S. S. *President Adams* arrives in Alexandria today, it will have Mr. Dollar on board. He is the president of the Dollar Steamship Line of San Francisco, who has made such a world wide success of the round the world service. This company has lately acquired five new large 'President Liners' for the Pacific service and in connection with the round the world service giving weekly sailings from San Francisco to the Orient as well as connections with the round the world fleet."

The time occupied in crossing the Mediterranean from Alexandria to Naples was seventy-six hours—the ocean being smooth, with no wind. We arrived in Naples at 5:00 a. m. on July 26th. As the *President Adams* sailed at noon the same day and besides it being Sunday, we decided to stop off. In the forenoon we had a conference with our people and afterwards went up to the top of Mount Vesuvius. There is an electric car line up as far as they could reach with a twelve per cent grade; then there is what they call a funicular railroad. At some places the grade is very steep and just before reaching the summit the grade is about fifty per cent. From the end of the railroad to the crater there is a very good path. Unfortunately for us it was foggy and the smoke and vapor prevented us from seeing down into the crater.

During the fifteen minutes we were there, there were four explosions, two of which were very severe. We could hear the rocks falling after the big explosions. We were told that the lava gulped up within two hundred feet of the mouth, but we could not see it for smoke. The view from the summit is good; Naples, Pompeii and other towns and villages all appear quite close and a fine view of the beautiful bay of Naples can be seen at its best. For sightseeing this is a wonderful trip. It takes about an hour from Naples to the Mount Vesuvius Railway terminus and about fifteen minutes for the ascent.

Pompeii is a sight never to be forgotten. There the old city is laid bare after being covered with ashes about thirty feet high for centuries and so completely hidden that several houses had been built on the top of the ruins and it was not until they were digging a well that they came upon the buried city. Now one can walk along the sidewalks as did the Romans centuries ago. Deep ruts in the streets show the effect of the Roman two-wheeled chariots and carts. The latest excavations have left all the contents as they found them, even the skeletons being left where the unfortunate people died. Paintings are still on the walls. In the previous excavations all the finds were carried away and placed in museums—this latter plan is much better. I am satisfied that Pompeii was a seaport and the harbor filled up with ashes, all of which goes to show it was an important place.

We arrived in Rome at 11:00 p. m. on July 27th after a four hour trip by rail from Naples. While in Rome I called on Ambassador Fletcher who was real glad to see me and assured me that he would do everything possible for the American line. I called on twenty-two persons, nearly all transportation men. Our manager, Mr. Hadida, was kind enough to arrange a meeting with the Pope. He also took us through the Treasury Department of the Vatican and St. Peter's Cathedral and its surroundings, all of which was wonderful and very interesting. It is hard to realize the enormous amount of property and treasure of the Roman Catholic Church.

Three days later I arrived in Genoa after a ten hour rail trip from Rome. I found our office well organized and in good working order. While in Genoa I made eleven calls, mostly on shipping people and had an important meeting with Admiral Cagni who was Commander of the Port. I had known him before. Also had an important conversation with Cavaliere Casabono, Harbor Master of Genoa. These two have complete control of the harbor and I made arrangements with them for expeditious handling of our ships which was important. I also called on the president of Sitmar Company. They were afraid of us and they contracted a year ahead for practically all the freight out of Alexandria and Genoa at a ridiculously low rate. I convinced them that as far as we were concerned this was unnecessary as we were not rate cutters and would maintain any rate that we agreed upon, therefore they could have had at least fifty per cent more revenue than what they were getting. They gave this matter serious consideration and called a meeting of their directors. I firmly convinced them that they made a mistake that they didn't consult us before closing up all the business for that year.

The passenger business out of Italy was very unsatisfactory as we were not getting anywhere near our share on account of the action of the Italian Government in granting passengers permits to leave on Italian ships—these are given at once but to obtain permits to leave on our ships takes weeks and sometimes months. However, we will organize and endeavor to get better results than we have been getting.

I did not stop over at Paris, therefore I cannot comment on conditions there. On the train coming from Paris to Boulogne there was no stop, as well as from Dover to London. The time en route was seven and a half hours. There are more tunnels on the road from Rome to Paris than on any other railroad in the world.

I reached London Sunday afternoon August 4th and Mr. T. L. Duff came from Glasgow and I spent the remainder of the day going over our business in all its different connections. Our London office is well enough situated for a freight office as it is but a few hundred feet from the Baltic, which is the center of the freight and shipping business of the world. For passengers it is not of great value as it is up three flights of stairs and difficult to find. We decided to change the location and make it suitable for both passengers and freight.

While in London I made personal calls on the managers and presidents of the lines that we are competing with. The sole object of my visits was to show them our friendliness and to get them to work honestly and fairly with us. I am pleased to say that this has been done to the letter. August is their holiday month and I found that most of the presidents of the various companies were out of town.

I made numerous calls in London, forty-two in all, and everywhere I went I found very favorable comments from the people who have been shipping freight over our line, regarding the manner in which the freight has been handled and the promptness of the service.

My visit to Glasgow was very short, just one day, it being an overnight trip from London. I got around and called at nineteen different offices. This was the best I could possibly do in one day. Afterwards a great many people called to see me at the office and took up the remainder of the day. I had the pleasure of meeting a good many people in the lumber trade with whom I had done business for a great many years.

I met some of the head shipping men who are in competition with us in the Far East. I was pleased to meet Mr. Mitchell, of Evanson & Mitchell, as we have been doing business with them for the past forty-five years, commencing the shipping of square timber, from Quebec. I also met Mr. Wright, of Wright, Graham & Co., with whom we have had dealings, also Mr. Robinson, of Robinson, Dunn & Co. I visited the Royal Exchange at noon. It is a very large room and was packed with as many people as possible. One had to elbow his way through the crowd. At the request of the Secretary I signed the "Distinguished Strangers" book, which is considered quite an honor.

On passing the Royal Exchange during the afternoon, I had a pleasant recollection of about seventy-five years ago, when I was a little boy, when I came with my father to the porch of the exchange where timber merchants met at three o'clock every Wednesday afternoon. It was three o'clock when I passed this time and I saw the same kind of a crowd there that used to gather at this place. It was interesting to me to stand where my father used to stand to meet the members of the trade.

The following item was published by a Glasgow paper:

"Passing through Glasgow this week-end is one of the biggest men in the American shipping and lumber trades. Accompanied by Mrs. Dollar, Captain Robert Dollar is on his fourth trip around the world, and in the course of the trip he has visited China for the twenty-sixth time.

"He is a native of Falkirk (which town he will visit today), and although he left his native place sixty-nine years ago he has retained all through his life a close association with its progress and had conferred upon it various important benefactions.

"He has worked his way up on the Pacific Coast from boyhood until he had become one of the big men of Western America and Canada.

"At eighty-two years of age he is as keen as ever and looks forward to carrying out quite a number of important industrial schemes. He thinks that shipping has touched rock bottom and that it must soon improve, and, as evidence of this optimism, he has acquired from the United States Government half a dozen comparatively new steamers."

I drove from Glasgow to Falkirk and in passing, I visited the town of Kirkentulloch where my forefathers came from. While there I got a book which gave an account of the Dollars who had been holding public office since the year 1526. On arrival at Falkirk the Provost and Councillors met us at the station and drove us to the Dollar Park where a fine luncheon was served in the Mansion House. We then had an opportunity to visit the Park and see the great improvement that had been made since we were last there. It is wonderful how much the park has been patronized. For instance, they have a place where they hold concerts every Saturday night. At the one we attended one thousand paid admittance, while outside, enjoying the rest of the park there were close to two thousand. I also visited the Park on Sunday in order to see how many people were there. It was crowded and it is claimed to be the most popular place in Falkirk. During our visit we were kept busy meeting our old friends. Our time was far too short and I was kept busy all the time and was overdone.

We went back direct from Glasgow to Marseilles, stopping only a very short time in London and Paris. When in Marseilles and looking over the business I found that our ships had been running from there perfectly full of cargo and our passenger business had been increasing considerably.

I arrived in Boston aboard the *President Garfield*, August 24th, at 11:00 a. m. I called first on Mayor Curley and on as many others as I had time, about ten in all. At 1:00 p. m. the Chamber of Commerce gave me a great luncheon. Every seat was occupied. This was noteworthy especially as the notice given was so short.

Ordinarily I don't make a report on the voyage from one port to another, but in this case I might relate the experience. We left Boston at 6:00 p. m., 25th of August and grounded on "Half Moon Shoal" at 3:00 p. m. After careful soundings all around the ship we found enough of water to float her on one side but on the other side she was hard on. It was a sandy bottom and as she went on dead slow, no damage was done. She floated herself at next high tide, 3:30 p. m. The Coast Guard vessel came but her captain was so afraid to come near us it was impossible to get a line to him, although he had a good motor boat trying. Sixteen marine reporters were making the trip from Boston to New York. I told them they had great cause to thank us for giving them a real shipwreck. I gave them two and one-half hours to tell them all I knew about ships and to answer their questions. After all this experience we arrived in New York several hours ahead of our scheduled time.

Well, the first two days in New York so many people wanted to see me that I could not get out of the office. After that I got around and made all the calls I could, but made such slow progress that I adopted my usual way of having them all to a luncheon. I had it on Friday, the worst day in the week, especially as the following Monday was a holiday, being Labor Day. However, there were about forty present. I got a lot of nice letters from others regretting their inability to be present.

Several of our vessels were in the harbor and took up some of my time in visiting them. We had been making radical changes in our organization and it looks as if we were going to have somewhat better results. Our business is steadily increasing here and while we have some distance to go yet, it looks as if by energy and hard work we will get there.

Since this visit I have found it necessary to get better offices, both for our general and freight offices and also for our passenger department. Later on we opened a very good and attractive office on Fifth Avenue for our passenger business and somewhat later opened an office at 25 Broadway for freight and general business, which is a big improvement.

I made a visit to Washington and called on all of the members of the Shipping Board and especially on the Post Office Department where we were anxious to make arrangements to carry the mail. Had a very pleasant and satisfactory visit with them which later on produced results. Outside of calling on the various members of the Shipping Board and the Government officials connected with the shipping I did not make any other calls here.

In Chicago, only having one day there, I made several business calls and arranged for getting better business accommodations. We met several friends but this being the midsummer holiday season, we were not successful in meeting as many as I would have liked.

We then proceeded to San Francisco.

In December, 1925, the lumbermen of the Pacific Coast held a big meeting in San Francisco, something over three hundred attending. I was asked to give a talk, which I did and it was rather a surprise to most of them when I stated that I was by all odds the oldest lumberman on the Pacific Coast because eighty-two years ago I was born upstairs over a lumber office.

I received many very complimentary remarks from those who heard me in the hall and especially from those who heard me over the radio. I received a letter from Saskatchewan stating that they heard me as clearly as though they were present. As a matter of interest I will quote below the gist of one of the letters:

"I've listened to a good many speeches over the radio but none has made such an impression on me as Captain Dollar's did. His wonderful memory and his very sweet feeling towards his fellowmen, if you notice every port he spoke of being in, he made friends in every one. I've never seen nor met Captain Dollar, but I can say I have heard his wonderful speech and I shall never forget it."

The same month I went to Seattle to attend the meeting of the Western Division of the United States Chamber of Commerce. I was scheduled to give a talk on foreign trade, which subject I am always glad to discuss anywhere at any time. In this chapter I will just give a few extracts from my talk:

"I have been thinking of the tremendous progress that has been made throughout the world and so that we can understand this Pacific Ocean trade I must ask you to go back with me. Doubtless you don't want ancient history. I won't bother you with it long, but I will ask you to go back with me forty years. I came here to Seattle forty years ago. The census showed that there were 3,522 people here at that time. Today you have something over 400,000. There were no ships in the harbor; there was no commerce. I just came from Vancouver and forty years ago there was no Vancouver. It didn't exist. It was all grown up with trees, nothing had been done there at all and now it is one of the great harbors of the world, developed in the last thirty years. They have increased their foreign trade more, I think, than any other port on the Pacific Ocean. Then again, down to Los Angeles. At the same time, forty years ago, I think that the population there was ten to eleven thousand people and look at it today. They have developed tremendously —been busy making harbor facilities and ships are coming faster than they are able to take care of.

"Then when you think of the Panama Canal. None of us ever thought we would live to see the Panama Canal exceed the Suez. In 1924 it exceeded it by 2,000,000 tons. That shows what is going on on this Pacific Ocean. This year Panama will again retain the first position in the world's canals. I only speak of those things to cause you to think of what the condition was and what it is today and you can see and know that the commerce is increasing by leaps and bounds. No part of the world has the commercial possibilities of the Pacific Coast and it is going to increase fast every year and we are all very, very fortunate to be living on this coast where we can see and share in the great development that is going to take place.

"You have heard a good deal about subsidies, of getting subsidies and getting the Government to help. I don't believe in getting help from the Government or anyone else. I believe in standing on my own feet. All I ask of the Government is to put me substantially on the same basis as my competitors, give me no advantage whatever, and if I am not able to compete, I shall go by the board and go out of business. That is all I would ask for.

"The last time I was in Manila I called on the Governor and said, 'Sir, we are carrying a good deal of mail for you, many hundreds of bags and I notice that we dump most of this down in Singapore, and I also notice that a good deal of this mail is for America, Mediterranean, and Egyptian ports. I would like to know why it is put off at Singapore,' And he said, 'Because they could not afford to pay you to carry it any further.' 'Well,' I said, 'suppose I would say to you I don't want any pay for carrying the mail beyond Singapore, what then?' He said, 'If that's the case, you can carry the mail.' So now we have the job and we are carrying all the American Philippine mail to different ports on the line. The reason is this: The mail is dumped off at Singapore as the British mail steamers are subsidized and there is nothing to pay directly for carrying the mail. They just pick it up and carry it. That is why they were getting it and we were not. I will now tell you where there was method in my madness. When we got to Suez there was a long line of ships waiting. Our mail ship had a preference and because we were carrying the mail, we were immediately taken care of and allowed to enter the canal.

"I also noticed that when we went through the Suez Canal the cargo ships dropped anchor at the passing places and were held up some times eight to ten at one time while the mail ships went right ahead and never stopped. So you can see the method in my madness.

"Then when we came to Egypt I went over to Cairo and requested an interview with the Post Master General and our Ambassador said that he would get the Cabinet to come to lunch at the Embassy, and I got from them the privilege of carrying the Egyptian mail. Then I said to them, 'Gentlemen, if I carry Egyptian mail, don't you think that I should have an Egyptian mail flag?' and they agreed that I should. Now when the ship comes to Suez we hoist the Egyptian flag and sail right through."

Mr. W. T. Isted, owner of W. T. Isted & Co., of Seattle and Secretary of the Northwestern Tow Boat Owners Association, on arrival from a tour of Europe, made the following statement which was broadly published:

"I visited the chief ports of southern France and Italy," said Mr. Isted, "and in each place all I heard was praise for the Dollar Company's service. The subject was brought up on every conceivable occasion. I doubt whether anyone on this coast fully realizes the extent to which the Dollar service has gripped the minds of the people in southern France and Italy. It is one of their chief topics of conversation. They regard it as a great asset, and it is making friends for the United States in general and the Pacific Coast in particular. Attention to the Dollar service, however, is not confined to the ports referred to. Coming back from England on the Shipping Board liner *President Harding*, I heard the Dollar service spoken of in the highest terms. Captain Dollar had vision when he established that service and I don't know a case where vision was more completely justified in such a short period."

Stanley has been my right hand man in the upbuilding of the great fleet of ships now under our control. The first time he individually engaged in a shipping deal outside the jurisdiction of the Dollar Company was in 1920 when he went to Seattle and became a member of the board of directors of the Pacific Steamship Company and assisted in the reorganization of that concern. This company has been in existence for many years and provides the Pacific Coast with fast passenger service and freight service between Seattle, San Francisco, Los Angeles, San Diego and Alaska.

After the reorganization, which included a number of changes and addition of new tonnage, Stanley continued with the Pacific Steamship Company and is also carrying on his share of the executive work of this company.

After aiding in the reorganization of the Pacific Steamship Company he was requested by the Shipping Board to take over the operation of the five liners operating out of Seattle to the Orient. He organized the Admiral Oriental Line and has been operating it since 1921. This is the service we purchased in 1926.

1926

In January the Ming Quong Home for Chinese girls was dedicated in Oakland. The following article was published in the Watchman. As I think it might be of interest I am quoting it:

"A simple program in the chapel, in which, from the Chinese Consul General to the wee baby perched on our good builder, Mr. Farquharson's shoulder, had part, was completed out of doors. Captain Robert Dollar, donor of the land on which Ming Quong Home is built (whose ships sail the seven seas) smilingly permitted himself to be piloted by two quaint, wee lassies in gay Chinese array from across the court-yard, under a gateway that bears in Chinese the legend, 'Home of Radiant Light,' past two ferocious blue porcelain lions that guard the gate-way to their home, out under the faithful blue California skies, where a plain bronze tablet bears the memorial which tells how that staunch, hospitable building was erected by the Presbyterian National Board of Missions for the care of Chinese orphan children. With brief and simple words of faith and hope from Captain Dollar and a prayer by Dr. Silsley, of Oakland, Ming Quong Home was dedicated."

This item appeared in a San Francisco paper Feb. 17, 1926.

"The new Chinese Young Men's Christian Association building at 855 Sacramento Street was dedicated yesterday afternoon, coincident with Chinese New Year festivities by an assemblage of more than four hundred men, women, girls, and especially boys. The songs and speeches that celebrated the completion of this $270,000 edifice were in English and Chinese, and both white and yellow people joined in the services in almost equal proportion.

" 'It is in this way that people are drawn to work together for the common good,' Captain Robert Dollar, the largest donor to the fund, told the assemblage in the gymnasium of the structure. 'San Franciscans are proud of our Chinese citizens and we are never disappointed in them. We hope that this building, its swimming pool, gymnasium and library will help and we know it will, to make our beloved Chinese people happier and better. Boys who train to play hard in this gymnasium will not turn to crime.' "

This brings me to the purchasing of the Shipping Board passenger steamers operating out of Seattle, and operated by the Admiral Oriental Line. Those steamers had been offered for sale four different times and we had bid on them three times previously, and no one else had bid. Opposition developed and at this last bidding we made an offer of $900,000 for each ship. Our competitors offered $800,000. The Shipping Board decided to give us the ships. Then a great hue and cry arose in Washington to the effect that we would get a monopoly of the Pacific Ocean and that we were not the right people to handle the ships. Every imaginable excuse was offered why we should not get the ships.

A party of some twenty-five left Portland and Seattle for Washington to protest against our getting the ships. The Senate appointed a committee which was in session twelve days in an effort to show that there was some crooked work, but they totally failed to find anything wrong. Then as on a former occasion, the case was thrown into the Supreme

Court. The Judge without leaving the bench, stated that no valid reason had been advanced as to why the Shipping Board should not sell the ships to the highest bidder, and therefore decided to throw the case out of court. This was the end of the controversy, although a motion was made by the Senate committee requesting that the president of the Shipping Board delay the signing of the contract for five days after the court gave judgment in the Shipping Board's favor. Out of courtesy the president of the Shipping Board did this.

At the end of five days the Shipping Board signed the contract and my son, Stanley, came home with the contract.

One of the reasons given as to why we should not get the ships was that the price was too low. I was convinced, at the time, and have had no reason to alter my opinion since, that the price was too high. However we agreed to pay the price, and we will carry it through.

Although we had many meetings in San Francisco to decide whether it would be better to pay this price or not, it was one of the most difficult matters that we have ever had before us, to agree to pay the price that we ultimately bid on them.

The Seattle line is by all odds the poorest line that we have bought, and paying this price for them seemed out of line and too high. Therefore, it involves extraordinary effort and exertion to try and make those ships sufficient to warrant paying the price that we have agreed to pay.

It remains to be seen what we will be able to accomplish. I have found, on the last trip, in talking to the merchants in Japan, China and the Philippine Islands, that there opinion was that the commerce of Seattle could be materially increased. The great business that the merchants in the Orient do is through San Francisco, and little was being done by the way of Seattle. In fact, outside of flour and lumber, it was a negligible quantity. I will mention one exception, to their credit be it said, this is the Hardeman Hat Co. They have succeeded in introducing their goods into the Far East and have made a complete success of it. This is a commodity that one would have thought one would have a great deal of difficulty in developing. It only shows what can be done when the right kind of an energetic man goes at a certain business to develop it. If we could only get a few of the big business men of Seattle to go into the Far East a great deal of business could be developed. As to this I have not the slightest doubt, but the business cannot be developed unless the principals go out to the Far East and attend to the development and starting of it themselves.

In a good many ways the good people of Seattle are energetic and enterprising, but they do not seem to have gone out for this particular kind of business.

We are very much interested in this as to a very great extent the success of the Line depends on the development of the foreign commerce of Seattle with the Far East. The railroads out of Seattle can help a great deal also in the development of commerce to and from the interior of America. There is no doubt at all but that this will be carried out and beneficial results will be obtained.

Stanley was all alone in Washington, and deserves a great deal of credit for being able to carry through successfully the purchase of those ships, as well as the round-the-world-ships and the Pacific Mail S. S. Company ships. With the tremendous opposition that developed against us it was certainly a man's job to carry it through successfully.

So—as on former occasions, it looked to be necessary for me to go round again on the first ship that the Government turned over to us out of Seattle, namely the S. S. *President Grant*, sailing the 15th of June, 1926.

The reorganization of this business was a much more difficult job than any that I had previously undertaken, as the ships were not doing a satisfactory business. Taking the six ships that sailed from Seattle previous to the delivery of the S. S. *President Grant* to us, they had only averaged 2,786 tons of freight per ship homeward, whereas outward they had been compelled to carry a million feet of lumber per ship.

Just imagine a fast passenger and mail steamer carrying low grade freight like lumber. Therefore the condition these ships were being operated on was utterly impossible for us to continue without a tremendous loss. So a desperate effort had to be made to put this line on a paying basis. We sent a man to the Middle West to drum up new business and also put another man out in the vicinity of Seattle, in an effort to induce the merchants to go into foreign trade more extensively than they had been doing.

When the S. S. *President Grant* sailed from Seattle a tremendous demonstration was made by the citizens, headed by the Mayor and Government officials. They certainly gave this ship a splendid sendoff; better than any ship we had ever taken over from the Government.

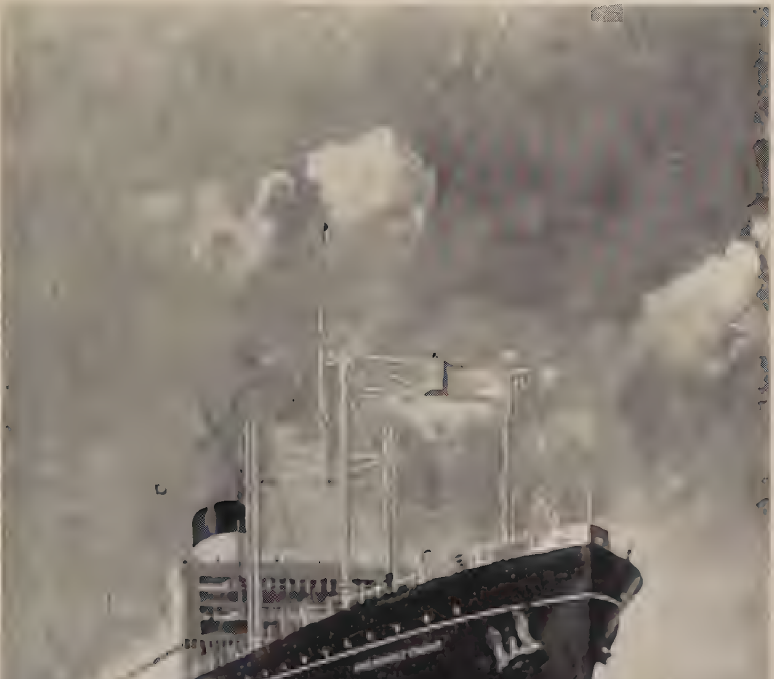
The sailing of the *President Grant* demonstrated a faith in Seattle as the Gateway to Asia. From her foremast was flying the house flag of the Admiral Oriental Line. The flag was the gift of the Seattle Chamber of Commerce which sponsored elaborate ceremonies on the pier just before the liner left for the Orient.

A great crowd cheered as she started for the sea with airplanes droning overhead and amid a din of salutes from the whistles of the large and small craft in the harbor. Pretty girls from the Liberty Theatre, dressed in the garb of sailors, cast off the lines as the big vessel left her berth and gracefully headed for sea.

Before sailing a reception and luncheon was held on board the vessel until 1 o'clock, with Mayor Bertha K. Landes, J. W. Spangler, president of the Seattle Chamber of Commerce and presidents of various Chambers of Commerce of Washington cities and myself in the receiving line. During the luncheon music was furnished by the Seattle Chamber of Commerce.

On the ship, going out, we had some very distinguished guests, namely Carmi Thompson and a party of distinguished newspaper men representing the big newspapers of the United States. Mr. Thompson's party was going out on a mission to investigate the Philippine Islands for President Coolidge.

On my arrival in Yokohama, almost the sole object I had in view at that particular moment was to investigate the shortage in volume of business via Seattle, as our San Francisco lines had been doing real well. The Government had practically lost all the silk trade. With this object in



THE "S. S. PRESIDENT GRANT" OF THE
AMERICAN MAIL LINE

view I started out, on my arrival, and called on twelve of the big silk exporters, and was extremely fortunate in finding the president or vice-president of every company in the office.

I talked over with them quite fully the situation. When I got through, our manager, who was with me, said that he was quite sure that the talks I had had were going to produce immediate and good results. So, very unexpectedly, the first steamer that sailed after these interviews, while she was still a Government ship, as we had not taken over the homeward bound ships yet, got away with over 5000 bales of silk, which was a bigger cargo than we had ever carried and this business has been keeping up.

This silk business is the most lucrative and best business that we have. To some extent we are entitled to it as with the rail connections that we have, and the fast service from Yokohama to Seattle, we are able to deliver the silk in shorter time to New York than by any other line. So, I have great hopes in being able to retain this business, more especially seeing we are giving such a dependable and weekly service.

I had quite a humorous conversation in Tokyo with the vice-president of the biggest exporting firm in Japan. He wanted to sell me fuel oil. I wanted to get the carrying of silk from them. They had never given us a bale of silk, and I explained to him what I was after. I said to him that I would explain it in English in a way that possibly he wouldn't understand very well in Japanese. He remarked a short time before that he and I had been doing business for twenty-six years, and I said to him that for twenty-six years I had been scratching his back quite hard and he had been very slack about scratching my back and now all I was going to ask of him that while I was going to continue to scratch his back I was going to ask of him that he do the same for me. I asked him if he understood it thoroughly, and he said he would have been very dull of comprehension if he could not understand that. The result was that we got some of his silk to carry before our first steamship came around for oil.

As customary, when in Tokyo, I called on Viscount Shibasawa. He was real pleased to see me and talked of his work in Washington. I had made an appointment a few hours before to be sure that he would be in. I had a real pleasant talk with him, and he asked me to go into the next room with him, where I found a photographer's outfit had been set up. He said that he wanted to give me a surprise by having my photograph taken sitting alongside of him. In sitting down I remarked that this was certainly a great honor to me to have my photograph taken alongside of the Grand Old Man of Japan. He very humorously replied, it is still a greater honor to me to have my photograph taken alongside of the Grand Old Man of the Whole World.

We had a very pleasant and satisfactory visit.

To give an idea of the character and strength of the Viscount, when President Harding called a meeting of the nations in Washington, the Japanese Government, being controlled by the Army and Navy, selected an Army and Navy man to go to Washington to represent the Japanese Government. The commercial men of Japan saw that this would be disastrous and that no peace could be assured. The various Chambers of Commerce of Japan got together and decided to endeavor to get Viscount Shibasawa to go to Washington to represent them. A committee from the various Chambers met in Tokyo for the purpose of inducing the Viscount to go. He was considerably over eighty years of age and it was no pleasure trip for him. However, they induced him to go, but without the sanction of the Government, as the Government's representatives were already in Washington.

On arrival in San Francisco I had a talk with him, and it was not known why he was on his way to Washington, but confidentially he told me that he was going there as a representative of the commercial community of Japan, really representing the nation, and that the press of Japan was going to be solidly behind him, and would only publish what the press representatives who were accompanying him sent in.

He went to Washington and did his work in such a quiet way that we never heard a word about what he was doing. I was surprised beyond measure to find that he had returned to San Francisco on his way home. I called to see him and found serious fault with him for having left Washington before the vote had been taken. But he assured me that everything had been perfectly and satisfactorily arranged and that peace was assured. However, I could not think that he had done right, but after he sailed the vote was taken and sure enough the military men voted for peace. A tremendous change took place in Japan by the giving up of Siberia, their holdings in Shantung Province and Sakhalin Islands, as well as the retirement of the regiment from Hankow that they had kept there for over a dozen years. This was certainly a tremendous change, as the whole policy of the Government for years past had been aggressive, and for them to have taken this step seemed almost incredible, and more so when we come to think that it was brought about almost entirely by this Grand Old Man of Japan. He is so modest and unassuming that he has not received credit for anything like what he is entitled to for the great benefit he has been to his nation and the Japanese people.

I don't think that the information given above has ever been published before.

I had a very pleasant and satisfactory visit to the president and general manager of the Nippon Yusen Kaisha, our competitors. I also made several calls on merchants and our Ambassador. In this trip to Tokyo I decided definitely to open an office there in an effort to get more freight and passenger business.

While we are on the silk question, I followed this up by calling on exporters of silk in China and had very pleasant and satisfactory visits with them all. The result of that also proved beneficial as we are now getting silk from shippers who had never shipped by our lines.

I found the Kobe office force perfectly competent to handle the Seattle ships in addition to all the other work. They have found it unnecessary to make any changes except insofar as the office accommodations are concerned. I found the office was considerably crowded and that we were using the entire upstairs of the building which made it very inconvenient for the public so I made an effort and succeeded in getting the office on the corner of the street giving us an entrance opposite the hotel. This was a far more desirable office than what we had and was a great improvement.

Financial conditions in Japan in general could not be much worse. Many failures had taken place and some very big ones. Some of the banks that had been guaranteeing bills of lading officially notified the shipowners that they refused to carry out their guarantees, thereby leaving the shipowners responsible. This I consider a gigantic fraud, first on the part of the merchant who sold the goods and got the money and put it in his pocket and then got the bank to guarantee the shipowners, then at the last moment the banks backed down and refused to carry out their guarantees and the principals disappeared. This is the worst case of fraud that I have come across in many a day. This only goes to make the financial and commercial conditions of Japan very bad and leaves but very few companies that can be trusted, thereby making it impossible to carry on business. Now the money has to be put up before the goods can be shipped. Conditions are deplorable, and no business is being done except on a confirmed bankers' credit.

On arrival in Shanghai, I gave one of my customary luncheons to the lumbermen. About fifty-three were present, all Chinese and all engaged in the lumber business. It was a very pleasant get-together meeting, and matters of interest to all were discussed, and we had a very pleasant time together.

Those entertainments bring the two nations closer together than anything we can do. So, looking on it just from that viewpoint, it is an international benefit to get together in this way, as it produces a much more friendly feeling between the nations.

Lord Li was anxious to have us visit him at his home, and we managed, in the multitude of our engagements, to go and take tea with him one afternoon. Had a very pleasant visit and he showed us all around his very fine grounds. Lady Li and her daughter were present.

I addressed a meeting given jointly by the American Chamber of Commerce and the American Club on the 20th of July. This meeting was held in the American Club, Shang-

THE ROBERT DOLLAR BUILDING AT TIENTSIN, CHINA

hai and there were some two hundred present. I talked to them somewhat along the lines of pulling together and endeavoring to produce a better feeling of friendship between the different nations.

I called at the W. H. Bolton Bristle Company's factory which was a wonderful sight. There were over six hundred men and women preparing the bristles for market. They are brought from the interior and piled in like a lot of hay, and they are all sorted as to length and sizes. The Chinese are doing a work that looked to me to be almost impossible, but they are so expert at it that it is almost marvelous. They put the bristles up into nice bunches, all sorted as to length and size, fastened with paper, and showing a paper label with the name of the producer, and shipped in real good order and condition.

I was told that the entire product of the factory goes to America. It is certainly a wonderful industry to furnish employment for such a lot of men and women. It is therefore a public benefit and turns out an article which in China is of no particular value into a very valuable export product.

I made very pleasant calls on all silk exporters of Shanghai which were, no doubt, the means of increasing our friendship with them all.

At Tientsin I was rather unfortunate in arriving there on a Friday night. Saturday afternoon is a holiday and as I intended leaving on Monday morning for Peking, it was necessary for me to call on as many of the merchants as I possibly could in the forenoon. It rained in torrents; tropical rain, so that the streets in many places were flooded. While I had an automobile to get around with, I was drenched just getting in and out of the car. However, I succeeded in calling on about a dozen of the principal people that I wanted to see. In the afternoon I looked over our lumber yard and found it in real good condition. I also looked over our buildings, offices and godowns, and found that what we didn't need for ourselves had been well rented and the property was yielding a very nice revenue.

Tientsin did not appear to be a very religious city. We went to one church and found the doors all locked. We then went to another church and found the same condition. We were informed by the Chinese janitor at the latter church that no Protestant services were held during the vacation period in Tientsin. This reminded me somewhat of the story told of a little girl in New York when she concluded her prayers. She said, "Good-by, God, we are all going to Saratoga, and you won't hear from us for a month." Evidently all the clergymen were on a vacation.

The late President Li Yuen Hung invited us to attend a banquet at his palace, and I had a very pleasant renewal of an old acquaintanceship with him. He certainly went to extremes in an effort to give us the very best that possibly could be had. There were quite a number of higher class Chinese, and I was very much surprised to see so many Chinese ladies present headed by the President's wife. This made a pleasant entertainment for Mrs. Dollar.

They are so used to fighting and war, that while at luncheon the booming of big guns at Nankou Pass could be heard at intervals. A battle was in active progress there. The President told me that within a circle of thirty miles of Peking there were 500,000 men under arms.

There was a photographer there and after the banquet, the President had a photograph made of him and me seated together. Another photograph was made of our good wives sitting on either side of us. Then there was a general photograph of all present. Taking it all through, it was one of the most pleasant entertainments that I have attended in many a long day.

This visit brought very forcibly to my attention the change that had taken place in Chinese society, as I was very much surprised and pleased to see that there were almost as many ladies present as men; I think about twenty-five of the very highest class ladies of China.

Fortunately, two or three of the younger ones there had been educated in America, and spoke English quite fluently —this made it very pleasant for Mrs. Dollar.

So it made a splendid visit, and an opportunity that American women have never had of meeting at a banquet so many of the high class Chinese ladies.

The presence of so many of the leaders in Chinese affairs gave me a splendid opportunity of having conversation with many of them. The President was especially free and frank with me in giving me all the information that I desired as to conditions in China. One question that I put to each one individually was, when will this turmoil cease and China get down to peace and prosperity which awaits her? Everyone answered about the same, "God only knows, we don't know." I was told that there were over two and a quarter million men under arms, eating the bread of idleness which is furnished by the poor people, instead of every one earning his own living, and producing commodities for foreign trade. When the revolution is over and peace is restored, a change is going to take place in Chinese affairs.

When you consider that the foreign trade of China has not only been holding its own, but gaining in spite of all this fighting and loss of labor what will it do when all those men are put at peaceful employment? The extent to which the foreign trade will increase is almost beyond comprehension. If all this fighting were taking place in any other part of the world, commerce would be totally suspended instead of increasing. I found the President living in a palatial home in the foreign quarters of Tientsin.

Our conversation naturally turned to the conditions in China, and I found out that the President was not at all optimistic of the outcome. That a change would take place and that China would come to her own was the general opinion of everyone present but the question always arose, when is this going to take place? Several members of the old Cabinet were present and I had a splendid opportunity of getting inside information as to their views on the conditions of the country. As I was penning those lines I received a wireless message informing me of his death—what a loss to China of this honest, good man.

Politically, it would be difficult to imagine a country in a worse condition, as at present they are practically without a central government. The idea of a nation of five hundred million people without a central government is almost unbelievable, and especially when there are several armies of their own people armed and fighting their fellow citizens. It is certainly a deplorable condition. I was pleased, however, the confidence everyone had in a far distant future. When we come to think of the absence of a central government; the country torn to pieces by civil war; it is incomprehensible that the commerce of the country is actually increasing. I suppose the way to put it is, the people have gotten used to being at war and they have resumed their commercial enterprises, and are going ahead as before.

One thing that impressed me was all the talk about extra-territoriality, and I find that all the high class and rich Chinese now have their homes in the foreign concessions where they consider themselves safe. Whereas, if they were living in China proper, they would be subjected to exploitation by Tuchuns and soldiers. But in foreign settlements they are safe.

I noticed improvements in the various concessions in Tientsin had been going on. Some splendid stone buildings had been erected, several of the banks having built as fine banking houses as there are in any part of the world. Streets have been improved and a great deal of work has been done in the river, making it much easier for navigation than before.

When I applied for passage from Peking to Hankow, I was informed by the railroad people that none could be obtained, the road being completely in control by the military faction. Being acquainted with the Minister of Communications, I telegraphed him asking whether it would be possible to arrange accommodations. He immediately replied that this would be done, and he was kind enough to see to it that we got immediate accommodations and transportation. This necessitated my making a very short trip to Peking. I arrived on Monday morning at 11:00 o'clock and left that night at 10:00.

It was impossible to call around and see many old friends, but I sent out rush invitations for a luncheon and every one invited was able to come with the exception of W. W. Yen, who was out of town. So we had a luncheon party of the leading men of Peking, and had a splendid opportunity of talking with them and discussing affairs. I was very much pleased to have at the luncheon, Silas Strawn, the leading American representative at the international conference. He was very much disgusted and tired at the slow progress that was being made with negotiations, but I asked him what he could expect when he was trying to make a bargain with a government that is practically non-existent. He was very anxious to get back to the United States, but was extremely anxious to accomplish something before going. He impressed me as being a very big and superior man.

I was pleased to have a nice conversation with my old friend Admiral Tsai Tin-kan, Minister of Foreign Affairs, and also with Mr. C. S. Liu, Minister of Communication. Also had a very pleasant visit and talk with Wellington Koo, Acting Premier. Also had a talk with Mr. Fowler who has been looking after the American finances in Peking for some time.

I managed to have thirty-two of the big men of Peking present at the luncheon and it was certainly a very pleasant affair, and more especially when taking into consideration that it was gotten up on such a short notice.

I called on the American Legation, but our minister was in Chefoo. I met Mr. Mayers, who had charge of affairs.

Then on my way from Peking to Hankow, at every station, soldiers were visible everywhere. Some places we could see a regiment, and at other places, soldiers walking around. But the whole distance of eight hundred miles was lined with soldiers. Just imagine the amount of money it takes to feed and clothe and keep such a multitude of men idle. It is certainly a terrible tax on the poor people of the country.

I found the railroad and equipment very much run down. This is especially true of the locomotives and roadbeds. The railroads are rapidly reaching a situation where it is going to take a great deal of money to put them back into commercial condition.

In crossing the Yellow River bridge, I found that this bridge is getting into very bad shape, and will have to be entirely rebuilt. This brought back to mind that twenty-four years ago Mrs. Dollar and I got permission from the managing director of the railroad to go from Peking to Hankow before the railroad was opened for traffic, and we had to walk across the bridge three miles on the stringers. The bridge had not been finally completed then.

The generals are getting everything out that they possibly can, and putting as little into the line as they can. We were much pleased to be able to get through without much delay, the train being some eight hours late. But it is not a pleasure excursion to ride on trains being run for military purposes exclusively and not for the convenience of the public. However, it was a satisfaction to be able to get through at all as we were the only civilians on the train and were well looked after.

I found Hankow in about the same condition as when I visited it two years ago. They had suffered terribly from the effects of the war. But now the fighting is practically all in the vicinity of Peking, so they were enjoying comparative peace, although soldiers were in evidence everywhere. Fighting was actively going on at Changsha. The Southern army had reached there, and the Northern troops were defending the city, and severe fighting was going on.

Some weeks afterwards I read in the papers that the Southern army had prevailed and had reached Hanyang and captured it, along with the arsenal; had attacked Hankow, and also had surrounded Wuchang in an effort to take it. So peace did not continue very long in Hankow and vicinity. But it is just one Tuchun fighting another in an effort to rake in as much money as he possibly can from the unfortunate citizens. If this is permitted, it will last for all time to come, or rather it will last until a strong central federal government can be gotten together with a real man at the head of it. Then all this fighting would immediately cease.

How unfortunate for China that there is no real big man in sight who could become dictator. Nothing else will do in the restoring of China to peace and prosperity. We all hope that such a man will soon be found.

One remarkable condition is that here is a nation of five hundred million people without a federal government. If it were any other nation in the world chaos would reign throughout the entire country and peaceful living or occupation would be impossible. But just where the fighting is going on, the people are attending to their own business and all working earnestly to make a living.

The river was very high, reported to be within an inch of its highest point, and the water was level with the bund. In fact some of the streets were flooded.

The Chamber of Commerce gave me a luncheon, and I had the privilege of meeting quite a number of old friends.

I crossed the river to Wuchang and visited the Y. M. C. A. building which I built a few years ago and found them doing a real good work. They were just preparing to erect a dormitory, on the last piece of land that I had bought for them, with the surplus that they had on hand of the money I had given them.

The Governor of Honan and Hupeh Provinces invited us to take tea at his yamen, as we did not have time and opportunity to take dinner with him. He was kind enough to send a carriage to take us from the landing up to the Y. M. C. A. and from there over to his yamen. After the tea the carriage took us back to the landing where we crossed the river to Hankow. Here again there were lots of soldiers.

At the meeting with the Governor—it was very hurriedly gotten up, nevertheless he had several of the big men of the province to meet me. Like all other meetings of the kind, the subject was of the civil war going on. At the time they did not anticipate any fighting as they did not expect that the Southern Army could prevail against the Northern Army and succeed in getting to Wuchang, but in about two months time after this visit they were actually there and fighting was going on and the city was surrounded by the Northern Army.

It is a walled city and by last accounts they have managed to keep the Southern Army outside the wall.

I made some twenty calls at Hankow, and met a great many at tiffin. So I was able to get in touch with practically all the business men in Hankow.

I found Hankow had been steadily improving in the way of better buildings and improvements of the streets, and conditions generally. The Chinese had taken possession of the Russian and German concessions, but had made little change in the management of them up to that time. So that things were going ahead about as usual—what a terrible change was to take place in a few short months when the Russian Bolsheviks were going to capture the city and cause death, starvation and destruction.

Our buildings and lumber yards I found in very good shape.

In going down the river towards Shanghai I called at Wuhu and visited our building and land there. It is now rented out. Then at Nanking I visited our lumber yards and building and found all in very good shape. This brought us back to Shanghai again.

Before proceeding on our round-the-world trip we spent a few days in Shanghai.

I met a great number of merchants for two days and I was unable to get out of the office there were so many callers. I was given a complimentary luncheon by the Kiangnan Dock Company.

They complimented me on having put through the deal for them to build the four freight steamers for the American Government which are now the Dollar Boats, *Stuart*, *Margaret*, *Diana* and *Melville.* A distinguished party was present.

As usual I gave all our office employees a lunch. One hundred and five, our present number, which increases every year and are nearly all Chinese. I gave them a talk on pulling together and co-operation and explained that on account of this throughout the world, our business was succeeding as it is.

The American Chamber of Commerce gave me a great luncheon and a large crowd was present.

So in leaving Shanghai I went away knowing that the good people had done their best to do all they could for us, and that I had done my best to increase international friendship.

I was greatly interested in the building of a Foreign Y. M. C. A. in Shanghai in order to properly look after the young men that were sent there to engage in business. Mr.

FOREIGN YOUNG MEN'S CHRISTIAN ASSOCIATION
SHANGHAI, CHINA

Geo. Fitch very energetically conducted a wonderful campaign which proved successful. I was glad to contribute $50,000 for this good work. It also was my pleasure to be present in Shanghai when the cornerstone was laid and, also my privilege and honor to lay the stone. The Shanghai Times of July 6, 1926 made the following remarks:

"In introducing Captain Robert Dollar, Dean Symons asked Mr. Aldridge to hand the silver trowel to Captain Dollar with which he was to perform the ceremony. The manual part of the function having been performed, Captain Dollar said, 'I declare this stone well and truly laid, and I want it understood this building is to be to the lasting glory of God and the good of all our fellow men.'

"Continuing Captain Dollar said, 'It is a pleasure for me to be here today to lay this stone. I am however, unaccustomed to such work; I am more accustomed to laying keels, but it is a pleasure to digress from work occasionally. This building will do so much good for young men, that it is an added pleasure for me to digress. It is my belief that many young men here today will be brought to Christ by the teaching they will receive in this building, and the benefit to Christianity will be great.' "

The Manila Philippine Free Press in an article published August 7, 1926 said the following, which is just an extract from the article:

"Several years ago the United States Government contracted with the Chinese Government to purchase fourteen million dollars worth of ships, to be built in Chinese shipyards (this was during the war when ships were needed faster than they could be built at home).

"Hon. Wellington Koo, Chinese Ambassador, called on Edward N. Hurley, president of the United States Shipping Board, when the contract was about to be closed.

"Captain Dollar as a friend of both nations had assisted in the negotiations.

" 'You can turn the money over to Captain Dollar as our depositary,' Ambassador Koo instructed President Hurley. 'When we complete the contracts, he will then turn the money over to the Chinese Government.'

"'Very well,' said President Hurley. 'Fourteen millions of dollars. Ah—Captain Dollar's bond.'—'Bond? He doesn't need any bond or agreement so far as the Government of China is concerned. I have a cable from the President of China instructing me to neither take bond nor contract.' So the first payment of one and one quarter million dollars was handed over to Mr. Dollar's representative and a copy of the cable was attached to the contract. So Captain Dollar handled the fourteen million dollars without a bond being required by either government—a tribute to a granite-like character."

I was real sorry to see the change that had taken place in Hong Kong during the past year. The strike of the Cantonese has certainly had very serious effect on Hong Kong. I could notice it in going along the streets and in the general condition, without anyone telling me anything about it. So it must be acute. Unfortunately I was there on Saturday and had to get out and use the whole afternoon in calling as the afternoon is a holiday and all business houses shut up. I reserved the calling on the Chinese lumbermen until the afternoon as I knew I would find them in. In this I was successful. I have been visiting these Chinese lumber dealers for many, many years, and they were all pleased beyond measure to see me. They have been sticking right to us for all those years, and it was a great pleasure to meet each one separately in their own place of business, and it was quite apparent that they were extraordinarily well pleased to see me.

Our ships all dock at the Kowloon wharves now, as there are no wharves on the Hong Kong side satisfactory for large ships to dock.

On account of the terrible commotion that is going on at Canton I regret exceedingly that my short visit prevented my going up there. I had a special invitation from the Chinese Chamber of Commerce requesting that I go to Canton, but time did not permit, although I would have liked very well to have seen at first hand the condition of affairs in that city. I am quite satisfied that they are having a very bad time with the Bolsheviks and the different generals who are contending and fighting one against the other. Affairs are certainly in a deplorable condition there. This is reflected very strongly in the business of Hong Kong.

On September 12, 1926, Mrs. Dollar and I were in Falkirk to attend the dedication of bell chimes which I gave to the Parish Church. It is expecially fitting that the bells should be installed in the tower as a few feet from the foot of the tower my mother was buried seventy-three years ago. During this brief visit we were guests of ex-Provost Russell who is an old friend of mine. The chief object of this visit was to formally present the bells to the custody of the Rev. Alexander Loudon, parish minister, and the Kirk-Session of the Parish Church.

The Dollar Chimes, as they have now become known, consist of thirteen bells, the largest of which weighs three thousand pounds. Each bell bears a short inscription, and the set is an exact replica of the chimes which I presented to the Presbyterian Theological Seminary, at San Anselmo, California. They were cast from the best of bell metal by the M'Shane Bell Foundry Co., Baltimore, and were erected in the tower of the Parish Church under the supervision of a representative of the founders, who brought the bells over to this country from America.

The bells were dedicated at the forenoon services in the Parish Church on Sunday, and after the dedicatory address and prayer by Rev. A. Loudon, I formally handed them over to the custody of the Minister and Kirk-Session, in the following words:

"It is my pleasure and privilege now to give to the Minister and Kirk-Session of this Church the thirteen bells now installed in the belfry, possession to be retained by them forever. The sole object I have in giving them, is that the bells will be used for the glory of God and the advertisement of Christ's Kingdom in Falkirk and the benefit of this, my native town."

The ceremony was very impressive, and I trust they will be a pleasure to the town for many years after this generation is all gone. Through the kindness of Lady Forbes we were shown through Callender house which is a perfect museum. The room Mary, Queen of Scots occupied is kept up in the same style as when she used it. Then there is the room Oliver Cromwell used, also intact. It was a fine sight. The walls in places were eight feet thick. The grounds are very extensive and beautiful. The Dollar Park, I was told by many, was the most popular place in the whole district. From one thousand to two thousand people a day visit it. So it was a great pleasure for me to visit it again. The town gave me a luncheon and reception at the Mansion House on the grounds.

It was exceedingly appropriate that the fifty-first anniversary of our wedding should have been on that same Sunday and we received many hearty congratulations from all our friends. The following piece of poetry was published in Falkirk after I had presented the auld kirk with a set of chimes:

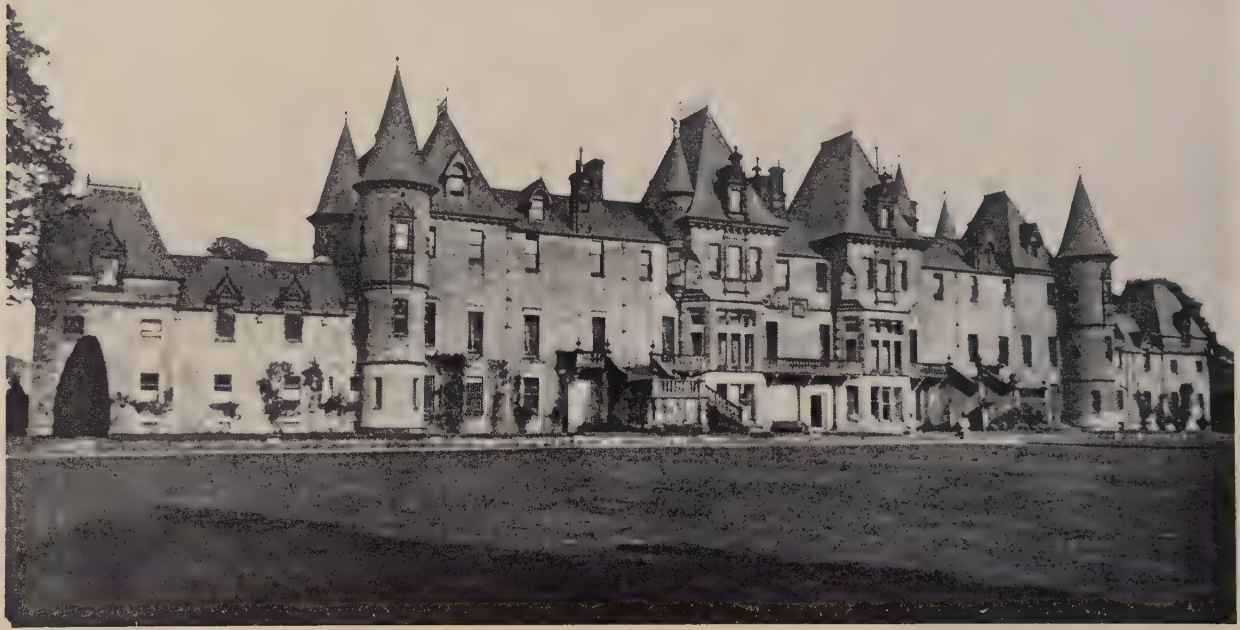
There was a lad born in Falkirk auld toon
Whose fame (in shipping) is known the world roon
  "for business and for pleasure."
So if you wish his good to see,
Just come take a walk up tae Falkirk with me.

Up in the auld kirk steeple tower
Just listen for a quarter of an hour
And ye'll hear the songs of King David ring
Far plainer than (Jamie Love's Choir) can sing.

Now Robert Dollar he likewise gave a park
Where young and old gae to (another Noah's Ark)
For all are safe within its bounds,
With birds and beasts all in its grounds.

It also has a museum with Roman and auld toon relics.
Some of them would cheer up the heart of any Felix.
And a statue of the Prodigal Son,
Whose life all should avoid to run.

Likewise a bandstand and putting greens,
And every comfort for his auld freens.
But come awa Geordie and hae a bit walk
And I'll let ye see a thing as well as a talk.



CALLENDAR HOUSE AT FALKIRK

He also gave us working men (Falkirk Bairns)
A library with a butt and ben.
Yet the first grant tae his ain native toon
Was baths (much needed) but by the Town Council turned
doon.

So Robbie my auld frien', I'll bid you adieu;
May health and happiness always accompany (your family
and you)
And long may prosperity and pleasure be part of your trade,
But your name in auld Falkirk will never fade.

While water runs onward and time into age,
Your chimes will remind us 't was for Love that you gave.

The following Ode was published in the Falkirk Herald April 10, 1926:

Here let the Muses tune the lyre;
And let electric thoughts aspire,
To weave in links of living fire
A web that cannot fade;
For now before my mental eyes,
I see the town of Falkirk rise,
That no historian can despise,
Or honest man upbraid.

I couple with that town of fame
The gallant Robert Dollar's name,
Whose deeds of kindness will proclaim
His worth adown the years;
To him who helps his fellowman,
Without deception in his plan,
I tender only what I can,
My gratitude and tears.

Possessed of healthy Pictish blood,
He seized on fortune at the flood,
Or grasped the golden flower in the bud,
And nourished well the prize

That neath his care did bloom and grow
And anon did a lustre throw
On Scotland, where sweet zephyrs blow,
And Falkirk's turrets rise.

The thankful bard would fain extol
The man who has a splendid soul,
Who can unkindly thoughts control
And good examples show;
Whose grand career makes more divine
His native soil, and noble line;
And I would cast around his shrine
A bright reflecting glow.

Under the date of November 15, 1926, the Los Angeles Chamber of Commerce ran quite an article in their Bulletin concerning the inauguration of service to Los Angeles by the Dollar President ships. They said in part:

"This round-the-world service has proved tremendously popular, inasmuch as the Dollar Line sells a two year round-the-world ticket, with stopover privileges at any port on the route. Edgar M. Wilson, Southern California manager for the Dollar interests, has been working for months, supplemented by the Los Angeles Chamber of Commerce, to bring about the new service just announced. The tremendous increase in the Dollar Line business in Los Angeles, together with the forward-looking program outlined by the Chamber officials, were important elements in convincing Captain Robert Dollar, head of the Dollar interests, recognized as the dean of American shipping men, and Stanley Dollar, his son, in active charge of the Line, of the wisdom of the move."

Southern California Business had the following to say concerning the decision to operate our President boats from Los Angeles:

"What is regarded as the greatest single development in the history of Los Angeles shipping was the recent announcement of the Dollar Steamship Company that beginning with the new year it will make Los Angeles the terminus for its great trans-Pacific line of passenger steamers. This announcement is more important to Los Angeles than would be the building of a great transcontinental railroad, in that it links this city directly with five hundred million people on the other side of the Pacific by means of ten of the finest passenger steamships ever built by the United States Shipping Board. The vast potential markets of the world are in these countries just to the west of us, and by means of the trans-Pacific steamship lines such as those operated by the Dollar interests, Los Angeles becomes closely identified with a vast system of transportation lines reaching every corner of the globe. In this Los Angeles becomes extremely fortunate."

The following article appeared in the San Rafael paper of November 17, 1926:

"On Saturday, November 27th, San Rafael will do honor to Captain Robert Dollar, by whose gifts was made possible the Robert Dollar Scenic Drive, through Boyd Park to the top of San Rafael Hill. On this day the drive will be dedicated by the citizens of the community. It is fortunate in having in its midst citizens of the type of Robert Dollar. He is an outstanding figure in world shipping but for all of this he never forgets his home port of San Rafael. Captain Dollar in addition to his gifts for the road has presented to the city two separate tracts of land on the hill. In 1920 he gave eleven acres containing springs, and in 1923 he gave eight acres more. This drive will enable local people to enjoy the scenic advantages of their own city and will be a show place for visitors.

"The dedication for the drive was presided over by Harry G. Ridgway, president of Marvelous Marin. The affair was under the joint auspices of Marvelous Marin, the Lion's Club and the Rotary Club and the services were held at the top of the hill.

"Park Commissioner William Murray has received another check from Captain Robert Dollar toward the completion of the boulevard from Boyd's Memorial Park to the summit of San Rafael Hill. This makes several donations received from the Captain toward the building of the road and now it should be up to the City of San Rafael to advance the balance. The purchase of a number of acres of land and the donation by him of the same to Boyd Memorial Park has made this wonderful scenic road possible. San Rafael has every reason to feel proud of this benefactor in our community."

1927

In January, 1927, I received a letter from William Proudfoot, a nephew of Mrs. Dollar and it brought back to my mind many things that I had forgotten that had happened years ago. In looking over my diary to answer the letter, the thought occurred to me that it would make interesting reading in this volume, and for that reason I will quote portions of the letter at this time:

"I think it was sixty-three years ago that I was working in a shanty of Hamilton Brothers on the Peach, when the foreman was asked to send me to Ottawa. There Mr. Robinson, the manager, told me they had bought the Du Moine Limits and I was to go there and receive the stores and outfit which was stored at the chute near where you are. Then I put up some of the buildings at the depot, now Rowanton and I cleared up about a hundred acres of land and sowed it in oats. Later when I was twenty-one years old they made me a foreman of a shanty on the Sheerway. I cleaned up the creek and built some dams on it.

"A couple of years afterwards Mr. Grant opened up Green Creek. He had a poor foreman that nearly stuck the drive. I was sent to put a dam at the foot of the lake, as the water got too low and the whole drive was going to be hung up. We did a wonderful feat. I had a gang of Highland Scotch and a gang of French. I divided them and put the Highlanders on one side and the French on the other side of the dam. It may seem incredible, but we started early in the morning and at 11:00 o'clock that night the dam was finished, gravelled to make it tight and the stop logs in and the dam shut. We hewed out the timbers for the slides all complete except the windlass.

"While I was opening up lumbering on the Sheerway River which was pioneering, as it had never been done before, it was found on account of falls and rapids it was not practical to run saw logs down the river without dams and slides over the falls. In looking for a site for a dam to hold reserve water I examined the river for ten miles and decided on a location and, strange to relate, the beavers had located that site many years before and had built a dam about eight feet high from bank to bank, about two hundred feet long. So as to get a good solid foundation I completely removed their dam and built our modern dam on their preempted site. Our dam was sixteen feet high and about as long as theirs from bank to bank. I made a sluiceway about twenty feet wide to run our logs through. This was connected with a slide two hundred feet long to carry the logs over the falls.

"The whole erection was built out of timber cut out of the adjacent forest and the sluiceway and slide were of smoothly hewn timber, hewn on the spot. We built and finished the work in the summer, then moved up the river a few miles and commenced lumbering. No one was near the dam after we moved away. We left the sluiceway open as we did not require to use the dam until the following spring, when we would shut the sluiceway and raise a head of sixteen feet of water to rush our logs through the falls and rapids. The dam, when closed, would back the water several miles.

"Several miles up the river I noticed the water was rising and could not understand how it came about as we had left the sluiceway wide open. So I took a bark canoe and went down the river to the dam and to my great surprise I found that after we had left the vicinity the beavers had come out and built a dam across our smooth sluiceway as the water was running swiftly through.

"It looked impossible for them to have built a dam that would stand. I had to return and bring a few men to remove this obstruction. We found they had carried large stones, larger than a man's head, and placed a row of them across the sluiceway, then had built the foundation of round poles they had cut out of the forest and hauled them into the water and floated them to the place, sinking them with stone, mud and sand, then another row of big stones across the back of this structure, finishing out with wood, poles, stones, sand and mud until they got it over four feet high. They then made it perfectly watertight, no water passing by, hence the rise in the water of the river miles above the dam.

"We had to destroy their dam as we could not allow the water to remain while we were logging. It was considerable of a job to clear it all out as there were so many large stones in their construction. It is almost beyond belief how they could carry so many large stones for so great a distance. Of course they floated the poles. The mud and sand they carried in the water on their tails. The ones with the big tails do the carrying. The smaller beavers load the sand and mud onto their tails and float it to where it is required. The strange part of it all is, who had the head to boss the job, and how they could select the best location for the dam in ten miles of river, as after carefully looking it over I could not find as good a location as they had chosen many years before. So with all our knowledge I came to the conclusion that beavers know as much about locating a dam site as we do.

"I looked up my old diaries. The first one I started was in 1866 and I have kept it unbroken. So I can tell where I was on any given day ever since. I was foreman on a shanty on the Sheerway that year. In 1864 we put up buildings at the depot. In 1864 I went first to the chute. Ponas was Indian chief. He and I were fast friends. We talked French and I learned quite a little Indian. He had an Indian village across the river from the depot. So you see your letter got me to thinking about things I had completely forgotten. But I do remember that the highest wages I ever got from the company was twenty-six dollars a month."

Will Hays, in the great effort he was making to get sufficient funds to pension the Presbyterian Ministers, induced me to give $30,000. In order to conduct this campaign it was necessary that it be underwritten and this was ably done by the two Mellon Brothers, Andrew W. and R. B., as well as George G. Barber and myself.

In a rather long and complete article describing my earlier life, the Presbyterian Advance of March 17, 1927, said the following which I believe it well to amplify at this time.

"This article would be incomplete without some word regarding the religious life of this patriarchal man. From his early years he has made it a rule to read his Bible every day. Even as a youth in the lumber camp he would go across the silent snow to a place of retreat where he could hold undisturbed his tryst with God. The one book he carries everywhere is his Bible; and the unseen companion of his every route, by land or sea, is Jesus. His faith is a clear and simple one. And Mr. Dollar also believes that suspicion and distrust and division among Christians can never hasten the coming of the Kingdom of Christ, but only hinder it. His simple faith may be expressed in these words: 'How can I be otherwise than reverent? I have watched the stars on many a night as my ship has cut the waves. I know that God is there, and that in the motions of the winds and tides He has a purpose of His own, and I know that He answers prayer; for when I have sought Him, He has never failed me.' "

The following extract from an article which appeared in the San Francisco Bulletin of April 1, 1927, is interesting because it is only one of many articles in the same trend published whenever any unfortunate riots or disturbances may arise in China and merely serves to verify my repeated admonition that we must at all times be friendly and fair —strictly so—and when that is done without mercenary objectives the result will invariably be the same. I will just quote below an extract from the article:

"The name of Robert Dollar is sacred in China. Agents and property of the veteran San Francisco shipping magnate are inviolable, even to the disorderly troops of the invading Cantonese. This was revealed today by T. H. Lowry, China representative at Shanghai of the Ford Motor Company. Lowry is staying at the Hotel St. Francis, following his arrival from Shanghai which he left three weeks ago. He said everything bearing the name of Robert Dollar is treated with deference and respect by all Chinese.

" 'This is the greatest tribute to a foreigner I have ever witnessed in China,' said Lowry. 'Dollar's agents are not molested or harmed, and his property is saved from the ravages of the warring factions. He is held as a virtual deity by the Chinese.' "

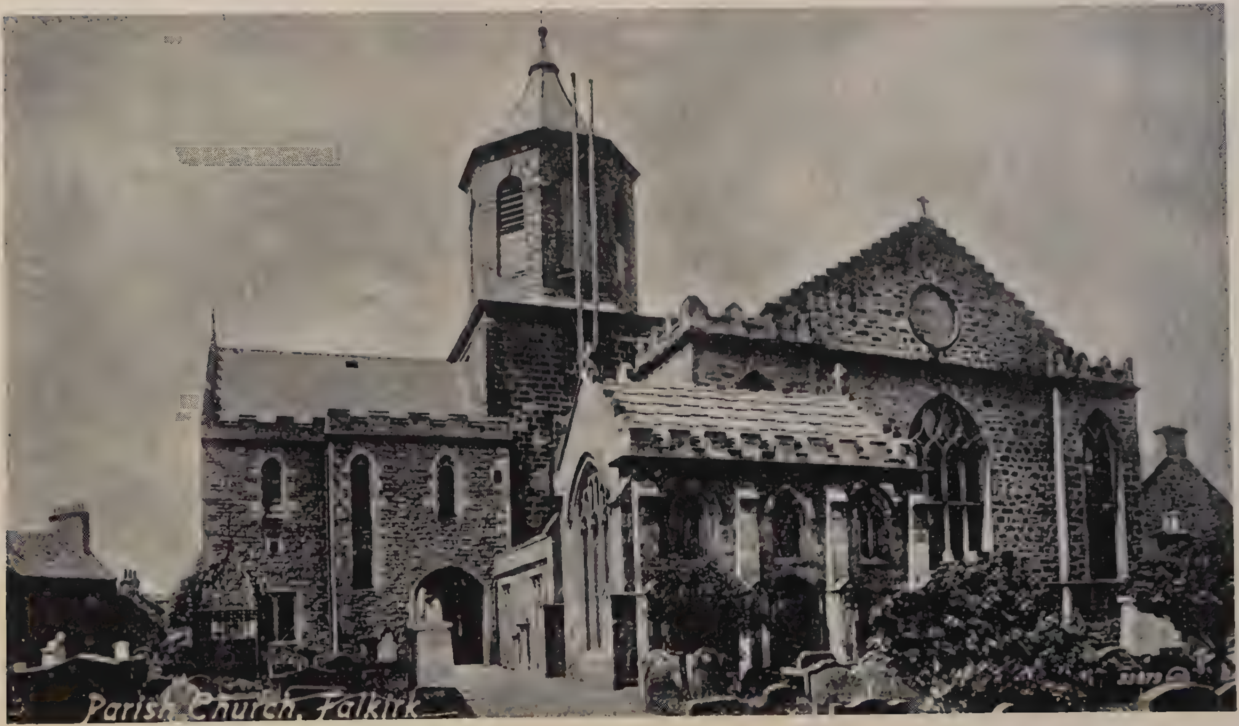
In May, 1927, Mrs. Dollar and I visited Bracebridge which was the scene of my activities many years ago. We attended services in the Auld Kirk which I helped to build. Met some of my old friends and enjoyed particularly meeting Frank A. Kent, of Toronto, who was, with me, one of the members of the first Masonic Lodge established in Muskoka. He and myself are the only two charter members alive that established the Lodge over 50 years ago.

In London an interesting incident is recalled on this trip. A shipping man who attended the luncheon in the Carlton Club, London, at which T. V. O'Connor, Chairman of the Shipping Board, was honored guest, outlined the attitude of the Board in regard to world trade, called attention to the hale and hearty appearance of two octogenarian guests, Sir Walter Runciman, eighty, and Robert Dollar, eighty-three. "What a typical Uncle Sam is Mr. Dollar," he said, "With his long keen face and his square beard! What a typical John Bull is Sir Walter, with his mellow rotundity and clear cheery eye! But both of them are Scotsmen." They had us sitting together, Sir Walter, the oldest British shipowner, and myself, the oldest American shipowner, and both born in Scotland.

A most interesting incident happened in England during my last trip and I have received many letters concerning it from strangers who thought it would be a pleasure if I were advised of it. It seems that a Mr. Price, of the Individualist League, has been giving lectures in which he has made some very flattering remarks about me. I will quote a couple of the paragraphs from one letter.

"Yesterday in Hyde Park at least ten thousand people stood for three hours (in the cold at that) listening to this man advocating a conception of life based on personal responsibility, individual effort and determination to win through by grit, ability and integrity.

"Mr. Price told the crowd that you as a lad left your work with the same regrets as that felt by the true artist


Parish Church, Falkirk

THE PARISH CHURCH AT FALKIRK

who has to fold his incomplete canvas because the setting sun and fading twilight have made it impossible to finish the landscape painting. He also added that he had the pleasure of having quoted your life to hundreds of thousands in Australia, New Zealand, South Africa, Canada, Scotland, Wales, England, and the United States.

"Mr. Price said you are a beacon illuminating the channel of other men's lives and thus help men to steer their ship past the quicksands of socialistic despair and the rocks of waiting for the Trades Unions to help them. Your success is in you being a noble and inspiring example to other men to help themselves. You are a maker of virile, sturdy, self-reliant men, thus you are truly *successful.*"

The following verse was published and was inspired by the San Anselmo Chimes which I donated to the Seminary:

Apollo's orb 'neath yonder hill
Is dropping to its rest.
The golden beams of lingering light
Are fading in the west.

And soft upon the quiet air
Sweet strains of music steal,
As from the silver throated chimes
The note of hymn tunes peal.

A quiet mood comes over me,
I banish every care;
And soon in thoughtful reverence
My head is bowed in prayer.

And through my soul is echoing
The message that they bring
I'm nearer God at evening, when
I hear the Chime bells ring.

It gave me a great deal of pleasure in October of this year to learn that my son Melville was elected to the position of president of the Consolidated Chamber of Commerce of Canada. Melville is the president of the Canadian

American Shipping Company and is past president of the Vancouver Board of Trade.

It was interesting to me to note that the Springfield, Mass. News of October, 1927, published the following article:

"Captain Robert Dollar, who surprised his friends by starting a round-the-world steamship line at the age of 80, missed church Sunday, out in San Francisco, a thing he seldom does. Members of his family said he wasn't feeling well or he wouldn't have let it happen, but that he would be down to his office Monday morning as usual. Success and long life are not incompatible with church going according to Captain Dollar, and the lesson is a good one in this busy world."

The Marine Review of Cleveland, Ohio, in its October, 1927 issue made the following remarks about me:

"An innate, practical commonsense combined with an iron constitution, driving energy, indomitable courage, and reasoned optimism are a part of his equipment.

"Around him gather, naturally, the glamor and romance with which the imagination of man inevitably endows a great leader. In a real sense he has never submitted to defeat.

"Honored, respected and loved by all who know him, for his sterling qualities; at the age of 83, he continues active and faces the future with a keen spirit of enterprise."

In the article which they printed as above I made the following statement which might be of interest to the reader:

"I close this year (1926) by putting in a full day's work, and went home satisfied that I had done my best during the year. Not that I have done well nor accomplished all that I might have done, but by persistent hard work I can safely say that I have given the best that was in me for the cause of Christ, and in my business I have striven to increase and develop American commerce."

In Forbes Magazine of December, 1927, a statement made by me to Mr. Forbes was published and as reiteration will do no harm at this time I will reprint it here:

"In the Pathfinder are published the Dollar Maxims which I put down here with the hope that they may be of help to some one:

1. Fear God
2. Be honest
3. Work hard
4. Be thrifty
5. Drink no intoxicants—in these days of keen competition liquor and business won't mix."

1928

There has been a lot of controversy as to whether or not religion and business mix and I would like to quote the following which appeared in the January edition of Forbes:

"Robert Dollar, head of the great steamship line that bears his name, was among the first to respond to our question: 'Can Religion and Business Mix?' His answer is 'Yes.'

"Many have answered affirmatively the question, which is raised by publication of the Stelzle articles. Only a few have been found to dissent. What Mr. Dollar says, as one of our foremost citizens is important. He concludes:

" 'By following the counsel contained in the Bible, doing unto others as we would be done by, living an upright life, developing integrity, we can be successful. There is no success worth having unless it is obtained by following the Golden Rule and establishing a reputation which we can not buy.' "

Here's a pointed one, in a letter to Forbes from the veteran Robert Dollar, of the Dollar Steamship Line:

"I was delighted to read your article on James A. Farrell. You did not overdo it as I think that he is the biggest commercial man in the United States, and I might say of the world."

An interesting story is told about me.

"This incident was brought to light at a luncheon given on a Dollar liner in San Francisco by the veteran founder of the company, Robert Dollar. 'Do you remember,' an old crony asked him, 'that day on the old Merchants' Exchange that I came up to you on the floor with my hat in my hand and asked you for a subscription?' 'I sure do,' said the eighty-four year old shipowner. 'I told you that

I would be glad to contribute, and as I reached for my wallet I asked you what the subscription was for. Then you told me that the members were making a collection to buy me a new suit. I took the hint, for Mrs. Dollar had been at me for a long time to get one. One glance at myself convinced me that the joke had a point and I immediately went across the street for a new rig.' "

The following gives a good illustration of the life of a lumberman back in the days of my youth, as I find it set down in a time-worn diary:

Leaving Ottawa City in bark canoes, six men to a canoe, each man was given one pair of blankets, one tin plate, one tin tea dish, those to be returned at the end of the year. All men were hired for the year. In going up the Gatineau it took us over two weeks to go two hundred miles. This was one hundred and fifty miles away beyond civilization. There were a great many rapids and falls, at all of which we had to portage, or carry, all our equipment and canoes, which was laborious work.

(To give an idea of the tremendous changes that have taken place; two years ago I drove this distance in half a day.)

When we arrived at the place where we were to build our camp, or shanty, as it was called then, we got a few yoke of oxen from a farm the company had cleared out of the forest. No horses were used then.

We cut logs sixteen inches to eighteen inches in diameter, about forty feet long, and built a log house. On top of the walls, and across the center of the building were placed two scoop bearers, placed ten feet apart. Those were logs about eighteen inches or twenty inches in diameter. The roof was made of what we called scoops, small sized trees split and the hearts hollowed out. Those were placed one end on the scoop bearers, the other end on the wall. They were placed concave and convex, making a roof just like a tile roof, only the scoops were full length. Then a camboos was built in the center of the building about ten feet by ten feet, two feet high. This was built of hewn logs, and filled with sand, for a fireplace. A wooden chimney about seven feet in diameter carried the smoke out. The logs were all chinked tight with

CHILDREN FROM THE MING QUONG HOME WISHING CAPTAIN DOLLAR MANY HAPPY RETURNS ON HIS 84TH BIRTHDAY

moss to make the building warm. All the bunks (two tiers) were arranged so that we all slept feet to the fire. When the building was up, the foreman gave me two bags, saying, "Run down into the swamp and fill those bags with moss for chinking the cracks between the logs." I hurried into the woods and soon filled one bag which I stood against a tree then hurried to fill the other one which I soon did. I carried it around a while looking for the other bag which I failed to find. Then I stood the second bag against a tree, and hurried to find the lost bag. Then I lost myself and wandered around the whole day. Fortunately as it was getting dark I got out. The foreman gave me a great scolding for having been away all day. He said, "Bring on your bags." Then I had to tell him I had lost both bags, then myself.

This was no more than could have been expected from a green Scotch boy knowing nothing of the forest. Later on I learned. As in six and a half years after this I had worked myself up to be a foreman of fifty men in the same company. But to come back to the camp: The floor was round poles six inches in diameter put close together, then adzed off to the center of the pole, which made quite a good floor. The bunks were floored with split cedar in place of boards. About a foot of balsam brush carefully put in made a very good bed. They were a little higher at the head as there were no pillows in those days. We just folded our smocks to put under our heads. There were no coats in those days either, and I never saw a sheet. We had one little wooden trough to wash our hands and faces in and a roller towel. No other bathing was indulged in from the time cold weather set in, in October, until May, and still we were as healthy a lot of men as any in the world.

Two wooden cranes were on each side of the big fire of logs on which the cook swung his big pots over the fire. The bread was baked in bake kettles; flat iron pots with a tight fitting lid. When the bread was ready to bake those pots were buried in hot ashes making splendid bread. The food was salt pork, beans, peas, flour and tea. So the cook had to change those as best he could as he had nothing else.

There were no forks in those days, and each man had a big jack knife to eat with. When we got through we wiped the knife on our pants instead of washing it. Each one helped himself to the edibles and sat down as best he could to eat. There were no windows, not a pane of glass. All the light came down the chimney, and at night the fire gave light. We had no candles or lamps, and at that time electricity was unknown. In this, my first camp, there were over fifty men. Three of them were English speaking; all the rest were French. During this year I learned to speak as good French as English. Unfortunately no one could read or write French, so I learned it from the sound and could not read or write it. The nearest doctor was one hundred and fifty miles away, and no roads, so we got on as best we could. The first year I was foreman a man was carried into camp one evening with a broken leg. I asked the crew of fifty men if any man knew how to set a leg. No one had ever seen a leg set, myself included. One thing I now admire of this wild, hard life was that we never used the word "can't." We *had* to do. This made resourceful, determined men of us against our will. So while I never had seen a broken leg, and knew nothing about broken bones, or how they were set, I went at it, using my head as best I could and made a splendid job of it. As soon as I got out to civilization I hunted up a doctor and asked him to show me how to set a broken leg, and I found I had done it practically as well as could be done. All the medicines we had in camp were salts, pain killer and sticking plaster. With those we succeeded in keeping in the best of health.

Conditions move rapidly in our business, especially when we try to keep up with the times of the world. Conditions are moving rapidly and shipping is not an exception. So we have to keep moving.

In the San Francisco Examiner of February 2nd, 1928, Mr. B. C. Forbes made the following remarks:

"I don't think Washington appreciates what this grand old man of the Pacific is doing for America." The famous financial authority did not refer directly to the recent statements of Senator Oddie in Nevada, who last week charged that the Dollar interests and Herbert Fleishhacker, San Francisco banker, were linked with foreign interests in an attempt to get control of Pacific shipping. But there was little doubt in the minds of his distinguished audience as to whom he meant when he said: "Some of those d— fools get up in Washington and make utterly ridiculous statements. It is just plain nonsense to say that one man can control the whole shipping of the Pacific Coast. In my daily writing I am trying to help raise the American people above what was called three years ago, 'a nation of economic illiterates.' "

The following article appeared in the San Francisco Chronicle of March 21, 1928:

"March 20, 1928 was just another working day to Captain Robert Dollar, head of the steamship enterprises which bear his name, but to hundreds of persons in the far places of the world as well as in San Francisco, the date was that of his eighty-fourth birth anniversary. There was one interlude from work when Captain Dollar's daily program was interrupted yesterday afternoon by the shy greetings of six little maids from the Ming Quong Home for Chinese homeless children, who came over from Oakland to wish happy returns to the man who endowed the institution. The children were cordially greeted, and their offerings of the flowers were accorded far more attention than Captain Dollar gave the more elaborate floral reminders which made his office a bower. Each child left the office bearing in its hand a present."

For the last thirty years we have had a good paying and satisfactory business with our freighters running out of Puget Sound and Vancouver, loaded with our own lumber which we were shipping to China. These ships returned by the Philippines with cargo for Los Angeles and San Francisco, then to Puget Sound to load. But when the Shipping Board gave us their freight and passenger steamers to handle, we had to take our freight steamers off and put them into the intercoastal trade. Now that we had bought the Seattle passenger steamers and the Government had sold their freight steamers, we were again free to go into our old business.

So on arrival of our first intercoastal steamer, we immediately put her into the China business and took off all our steamers from the coastwise service, and put them into the China trade. On account of this I found it necessary to go to the Far East to plan and arrange for the proper handling of those steamers. So with Mrs. Dollar, Jane and Grace Dickson, our grand-daughters, we sailed on the *President Taft*, March, 1928, from San Francisco.

In Honolulu we spent an enjoyable day. Governor Farrington was very kind and entertained us at his palatial residence. I spent the day with our manager, Mr. Good, in planning out our business.

At Yokohama and Tokyo I spent the day calling on our business friends. I was tendered a luncheon by the Japanese Governor, which was a very enjoyable affair. Such meetings bring the two nations closer together and as on every opportunity, I always do my best to impress on other nations the great importance of closer co-operation, better and more pulling together, always keeping in mind that no two nations who are on the most friendly terms can have war.

I improved the limited time to call on as many merchants and friends both in Yokohama and Tokyo. Was very sorry to miss my friend Viscount Shibasawa, as he was out of the city. So as to save time I took the night train to Kobe. At Kobe I used every minute making calls. In the afternoon I went by auto to Osaka. I got a great surprise at the great boulevard they had made. It was one hundred feet wide, with bridges the same width. The road was very straight. This must have been very difficult on account of the thickly populated country.

The principal object of my going to Osaka was to visit the General Motors people, who have built a great plant here employing about eight hundred men. It was a great sight to see. We arranged with them to carry their products, then went back and sailed on our steamer to Shanghai.

In Shanghai we had a real good reception. The first two days were taken up with our representatives from Hankow, Tientsin, Tsingtau, and all our Shanghai men. We had a most interesting and valuable conference. After this

CAPTAIN AND MRS. ROBERT DOLLAR SAILING ON THE
"S. S. PRESIDENT TAFT" MARCH, 1928, ON THEIR
ROUND THE WORLD VOYAGE

I met the big Chinese merchants who were all glad to talk over confidential Chinese affairs. A stranger cannot possibly get this information that we got by such meetings. The general feeling is hopeful, but the end of trouble seemed far off, yet no one would predict or give any indication when a strong Government and peace would come. The correct final of all was—we must get a strong central Government before peace can be attained. Now that the Cantonese have control of Peking we would all hope that they would establish a strong Government, but what the disgruntled Tuchuns will do is a great difficulty to solve. Mr. Soong, Minister of Finance, was giving a great luncheon at the Union Club. I was invited and was much surprised that in his address he complimented me highly and asked me to say a few words to the big audience.

On Sunday they induced me to give a short talk at the morning Community Church Service. Later we visited the Robert Dollar School where one hundred and ninety children are enrolled. All teaching was in Chinese. They have Bible instruction twice a week and Sunday School on Sundays. I pay all expenses and no child has to pay a thing. We own the land and all the fine buildings. On this visit Grace and Jane Dickson, my grand-daughters, gave a present of a little bag to each child. This made them a very happy lot.

I had a very pleasant tiffin at the Foreign Y. M. C. A. just about completed. I met some of the business men of Shanghai and we inspected the building, which is a great credit to George Fitch who has worked so hard to get the building, which was erected free of debt. My subscription of over fifty thousand was only paid when I was sure there would be no debt. What a blessing it will be to young men for a long time to come. The location could not be better, in front of the race course with lots of fresh air and the means of recreation. I don't think that it could possibly be bettered.

The Shanghai, China Mail of May 4, 1928 made the following statement:

"One of the lesser known gifts was $75,000 to the Chinese Y. M. C. A. in Wuchang, when the late Siao Yiu-nan was

Tuchun there and a great friend and admirer of Captain Dollar.

"Captain Dollar has taken part in delegations to the Emperor of Japan and the last Emperor of China who, like the first President, Yuan Shi-Kai, conferred a decoration on him. President Li Yuan-hung, shortly after being elected, sent Captain Dollar a cable expressing a desire for friendship."

Before leaving Shanghai, as was my custom, I gave all our office employees a luncheon at the Majestic Hotel. One hundred and thirty-six were present. In a talk I impressed on them that they were not ordinary employees, but members of our great big family and urged on them the great importance of pulling together and all working for the common good of our big organization. It is one of the great pleasures I have to meet so many Chinese, old employees, some of twenty-seven years standing and a great many from ten to twenty years.

I was pleased to have the opportunity to visit the steamer *Melville Dollar* that brought in the first cargo on the new freight line.

So the plans are well organized and ready for the balance of the fleet as they arrive every fourteen days. I decided on doing extensive improving on our property at the wharf.

This is the first time that I ever visited China that I did not go into the interior, but instead had our managers all come to me in Shanghai.

In Hong Kong I was rather unfortunate in appointments. Sir Robert Ho Tung tried to see me but we had to leave the city and could not see him. Tang Shu Yea, an old friend, left for Shanghai the day before I arrived. I called on as many of my friends as my limited time would permit, and managed to see all the lumbermen, also arranged to move our offices to a larger and better location. My lack of time prevented me from visiting Canton, but our manager, Mr. Sokall, came and I had a full discussion with him on the conditions in Nanking and I agreed that he should move his office to a better location. He is succeeding very well.

SHANGHAI OFFICE STAFF ATTEND LUNCHEON GIVEN BY CAPTAIN DOLLAR AT THE MAJESTIC HOTEL

Before our arrival in Manila several invitations for dinners and luncheons were sent to me by wireless. Several of these I attended.

The Manila paper immediately after my arrival made the following statement, which was rather a surprise to me:

"The erection of a large concrete office building for the Dollar Steamship Company in Manila, is being seriously considered by Captain Robert Dollar, head of the Dollar interests, according to Mayor Tomas Earnshaw, upon whom Captain Dollar paid a personal call yesterday.

"This was the most important of the various projects said to be under consideration by Captain Dollar in connection with his business in Manila, touched upon casually during his conversation with the city's chief executive.

"Captain Dollar did not mention the details relative to the projected new structure. However, he expressed much interest in the Port Area as the site he would pick should he eventually decide upon the erection of the building."

I was much interested to read circulars published by Smith and Bell Co. in 1865 and 1866, reporting the charters made by the Suez Canal people, of the sailing vessels of that day. It ran from two hundred tons register up to one ship of one thousand tons. What a tremendous change has taken place since then when the steamers we have now run seven thousand tons gross, and up to fifteen thousand tons. It seems impossible that a small sailing vessel of two hundred to four hundred tons could, from a financial viewpoint, carry freight from Manila to New York, but they did and all this goes to show the tremendous changes that have taken place in this world of commerce during the past seventy years and all during my lifetime. One of our ships of today carries more cargo than a dozen of such ships as were mentioned above. But the whole world is rapidly changing in every line of life and every one of us must keep on doing our utmost to keep improving and doing better in a sincere endeavor to produce results. While thinking along those lines, I give you a copy of a poem entitled "Self Starting."

If you are going to succeed in this world,
You must be a self starter.

The one who has to be cranked up
Will never get very far ahead.
The Self Starter backed up by
Good Judgment will be sure
To succeed in business.

Brains backed up by character and
Hard work will pave the way for you
To reach the top.

I've been asked many times to explain "My Views on Work" and "Why I Do Not Retire."

I claim we are all put in this world for a purpose and that purpose was certainly not to live a life of idleness.

I have great sympathy for what I call the unfortunate idle rich. I claim that we were all put in this world to work and to produce results, all of which at best is so small that individually it does not amount to anything but when we add what a thousand or a million men are doing; then we see that the results justify our working hard to produce. Results, after all, are the results of work that counts; not just accumulating money, but doing things that will enable us to say when we die that we left the world a little better than we found it. And if we can conscientiously say that then life has been a success, but I claim that this cannot be accomplished except by continuous persistent hard work. This I have done, as I have earned my own living since I was fourteen years of age, so I can write from the experience of so-called hard knocks and I claim that this hard experience made a man of me.

Now I come to "why I don't retire." I answer, through sheer determination to succeed and do things I claim it would have been nothing short of a crime for me to have retired when I reached the age of sixty, because I have accomplished far more the last twenty years of my life than I did before I reached my sixtieth birthday. I would not dare to enumerate them as it would sound too much like blowing my own horn. I could not have looked at it otherwise than a disgrace, as stated in the first of this article. I was put in this world for a purpose and that was not to loaf and spend my time in so-called pleasure, which I call idleness that does no good or benefit to our fellow men, and I claim it is our duty and privilege to do all the good we can. I will only give one illustration of the good of persistently continuing to work. I was eighty years old when I thought out the practicability of starting a passenger steamship line of eight steamers to run around the world in one direction. It has been in operation now four and a half years, and has succeeded. We have celebrated the hundredth trip around the world, the vessels sailing at the twenty-two ports of call on the minute every fourteen days, and at the ports of nine different nations. The reason I mentioned this is that every ship owner of whom I asked an opinion as to whether they thought such an enterprise that had never been done by any nation would be successfully carried out financially replied that it could not be done. I asked: was it not more worth while to have kept on working hard and to have accomplished this than to have been sitting at home in slovenly idleness? So for all those reasons I hope to continue working to my last day on earth, and wake up next morning in the other world.

I called on Governor Stimson on his arrival from Baguio where he was spending the summer. He was much pleased with what we were doing and wants to help along the good work for the benefit of the Islands. Later we had dinner at the Malacanan in honor of the Japanese Prince and his staff. The affair was quite formal. The Governor found that the War Department sent all their freight by other steamers than ours, mostly British steamers. He protested strongly against this and wants them to use American steamers.

The following news item was published in the Philippine Herald of May 21, 1928:

"Captain Robert Dollar, the 'grand old man of the Pacific,' called at Malacanan Palace yesterday afternoon to pay his respects to Governor-General Stimson. Following the 'chat' the Governor-General said:

" 'The series of calls made by Captain Robert Dollar, American shipping magnate, on local ship-owners and prominent officials of the Government is not without a good significance. When such a powerful capitalist as Captain Dollar has decided to make his friendly visits upon persons who can exert their influence on any venture involving large capital, there is always the happy thought of mutuality in the benefits of whatever enterprise is being taken into consideration. Captain Dollar perhaps has in mind, in his conferences with local shipping men and prominent Government officials the purpose of sounding their opinion on the plans he had under consideration in Manila, and to what extent he can count with their co-operation. Granting that such a purpose forms part of his general scheme of economic expansion, Captain Dollar could not have adopted a more effective method of approach in obtaining local support for his contemplated ventures.

" 'Capital in any undertaking is not all that is needed to obtain success. Capital after all must count with the human element that enters into all schemes, such as public support and the good-will of the people. And perhaps there can be no better means of obtaining the people's support for any capitalistic venture than an open and clear plan that will insure mutuality of benefit to the capitalist as well as to the public.' "

MANY AMERICAN CONGRESSMEN DENOUNCE DOLLAR DIPLOMACY BUT NEVER THE ROBERT DOLLAR VARIETY—Manila, P. I., May 22, 1928.

"They say the Dollar is not worth as much as it used to be but this cannot apply to the veteran who owns the steamship lines."

"The visit of Captain Robert Dollar, founder of the Dollar shipping interests, to Manila has served to bring home a fact of which people are only subconsciously aware. This is the increasing relationship between the Philippines and the United States.

"People living distant from the seacoast do not realize how closely interwoven the relations between people foreign in custom, remote in location, can become. Still less do they entirely grasp the various means by which such relationship is brought about.

GOVERNOR-GENERAL HENRY L. STIMSON OF THE PHILIPPINES

"Trade is usually one of the most powerful influences. Insular people perhaps appreciate this fact better, yet even with them the development of trade is so gradual that they do not realize its full significance. Where trade exists between two peoples community of interest is created. The visit of Captain Dollar proves this fact. He came to Manila not as a sightseeing tourist, but as one who felt a deep personal interest in the Philippines and in their development. It has been through the efforts of men like him that the trade of the Philippines has been helped.

"And just as he, as an individual, feels a personal concern in the Philippine Islands, so are there three American cities above all others whose interest in the Philippine Islands is constantly increasing. They are Seattle, San Francisco and Los Angeles, the three principal ports on the Pacific Coast of the United States. This attitude is being created through the medium of the Philippine trade which is passing through their gates."

Manila Times, May 21, 1928:

"In his two speeches delivered in the city, one before the American Chamber of Commerce and the other before the Rotary Club, Captain Robert Dollar, international shipping magnate, stressed amity as an asset. Friendship between individuals is as important as between nations. Indeed it is the key to success in any enterprise for without friendship there will be no understanding, no co-operation, no desire on the part of an individual or a nation to deal with the other. Without these elements, there will be only suspicion, distrust and repulsion.

"Recognized as the dean of American shipping men and one of the greatest maritime figures in the world is Captain Robert Dollar. Beginning in a small way, he has built up what is perhaps the leading American steamship company today and he is a world authority on foreign trade, the knowledge of which he acquired by personal experience.

"A dozen years ago Captain Dollar prophesied that within a generation the Pacific would exceed all other oceans in its commerce. That was just when the Panama Canal was opening, and it required a man of broad vision to see what a few years would develop in world commerce. Today Captain Dollar reiterates this statement more forcefully than ever.

"As much at home in Shanghai, or Manila, or Alexandria, or Genoa as he is in San Francisco or Los Angeles, Captain Dollar is known around the world. A man of the strictest integrity and with an international viewpoint, Captain Dollar has the highest confidence of other nationals as well as his American associates. At the age of eighty-three he is still energetic, taking an active part in the management of the great shipping interests which he has built up, and only recently returned from one of his periodic trips around the world."

Business in the Philippines was good and the political feeling was better than I have seen it in all my past visits. A far better feeling of co-operation and pulling together existed than in the past administrations. I find I had called on one hundred and twenty-eight business men while in Manila.

In Singapore I found the general business was very good. Rubber conditions were disturbed on account of speculation. A vigorous effort is being made to get all the big owners of plantations to put a stop to this.

I drove over to the Naval Base and the engineer in charge was very kind. He took a launch and showed us all around. The situation is perfect and little artificial work is necessary. They are putting in a dry dock to lift the biggest men-of-war. With Great Britain holding the western entrance to the Pacific and America holding the Eastern gateway at Panama, the general peace of this ocean should be secure, and inasmuch as the day is fast approaching when the commerce of the great ocean will exceed the Atlantic, we are all very much interested especially when peace prevails in China, it will come quickly.

We have many queer applications for employment but the following is different from any I ever received.

"Most Honoured Sir,

"Understanding that there are several hands wanted in your Honour's Department, I beg to offer you my hand.

As to my adjustments, I appeared for the Matric Examination but failed, the reasons for which I shall describe.

"To begin with, my writing was illegible, this was due to climatic reason, for I, having come from a warm to a cold climate, found my fingers stiff and very disobedient to my wishes. Further, I had received a great shock to my mental system, in the death of my only fond brother. Besides, most honoured Sir, I beg to state that I am in very uncomfortable circumstances, being the sole support of my good brother's seven issues, consisting of three adults and four adultesses, the latter being the bane of my existence, owing to my having to support two of my own wives and their issues of which by God's misfortune, the feminine gender predominates. If, by wonderful good fortune these few humble lines meet with your benign goodness and favourable turn of mind, I the poor menial shall ever pray for the long life and prosperity of yourself and your honour's posthumous Olive Branches."

In Singapore a great change has taken place in the complete abolishment of the street cars. The rails are taken up and plenty of busses have taken their place and handle all traffic. I think that this is a great improvement. Does this not present the doing away with street cars in other cities? For some time I have thought the day had gone by for installing new street car lines in any city. The buss system is making great headway in Shanghai also. The American association of which I am an honorary life member gave me a luncheon. The president told me this was the largest party of Americans that had ever assembled in Singapore.

THE BENEFIT OF HAVING OUR OWN SHIPOWERS IN THE DEVELOPING OF OUR FOREIGN COMMERCE

In order to increase our cargoes homeward we had to start many years ago to buy commodities of various kinds in foreign countries. Outward we had our own lumber which amounted to twenty-five cargoes a year. This, with the part cargoes that we could get, gave us always full ships westbound. But our great difficulty came in finding cargoes east, or homeward bound.

We started getting out oak timbers on the Japanese Islands of Hokaido. This was manufactured into furniture and interior finish of expensive buildings, giving employment to a great number of men. So it was a national benefit. We also got out a great quantity of railway ties. By a strange coincidence we sold a cargo of fir ties to the Chinese Government and delivered them in North China. We had this ship call at Muroran, Japan, and load a full cargo of oak ties and brought them to San Francisco Bay, delivering them to the railroad at Vallejo. We sold great quantities of oak ties to build the Mexican Railroads. Most of them we delivered at Guaymas. Then when the supply of Japanese oak became exhausted, we started to introduce Philippine hardwoods in America by sending men to different parts. We then began to bring the Philippine mahogany to our west coast. This was used mostly for expensive interior finish of buildings. This business has grown to a large volume and we are importing it in large quantities.

Nearly twenty years ago we made a ten year contract with the Chinese Government to buy from them a large quantity of pig iron and a quantity of iron ore. This we got at Hankow six hundred miles up the Yangtze River from Shanghai. This business was one of the best helps we had to get cargoes homeward for our ships, but it took strenuous efforts to sell it on this West Coast in competition with the products of the big steel companies of our eastern states. Fortunately there was no Panama Canal in those days, otherwise we could not have done the business.

At the inception of this business, the Premier of China and I could not get together on prices as they were far better traders than I. He invited me to a banquet to try to get together, at which banquet the Cabinet Members were present. I was the only foreigner. When we could not get together, as a parting shot I said, "So far, I have never taken a dollar out of China. I have always bought commodities. But now our imports into China are increasing and unless I can buy this iron I will have to take gold out of China to pay for my balance of trade." This struck them all in a heap. We all sat down again and after a long discussion in Chinese, not a word of which I understood, the Premier reported that they could not answer my last suggestion except to give me the iron and ore at my price. All is well that ends well. This turned out to be a very profitable transaction. Then in looking around for more cargo —times were very bad and about twenty years ago—I went to Manila to see if I could not develop some trade out of the Philippine Islands and a remarkable thing happened. Governor-General Forbes heard I had arrived and sent an urgent message for me to come and see him at once. He told me that he had been waiting for me and that he wanted me to go to the Southern Islands where no export trade had been done to see if trade of some kind could not be developed. He informed me that the gunboat *Luzon* would be ready to take me there and to see what could be done. I was gone nearly three weeks and found cocoanuts rotting on the ground in great quantities, there being no market for them. I found what I could buy a cargo of copra for and wired home. But they replied, we can sell at price, but as no copra had ever been brought to the West Coast the oil mill would have to be equipped and we would have to guarantee a three years' supply. Not being in the copra business this staggered me at first but I wanted cargoes for our ships very much. I wired home to close the contract and send a steamer for the first cargo. This pleased the Governor immensely. The result of starting this new business is the last year the exports of copra from the Philippines amounted to approximately twenty-two millions of dollars. It is now a good steady business and an immense benefit to the islands, and incidentally to the West Coast of America, so little by little our foreign commerce is increasing by the help of the shipowners.

At Tientsin we were shipping large quantities of lumber in; not much cargo offering out. So we bought a large quantity of carpets. That helped our homeward cargoes for a while. Then at Wuhu we bought quantities of feathers. This also helped out homeward ships.

In Java we went into the buying of kapok. This also helped to make up homeward cargoes, but fortunately from the Straits Settlements we are now getting enough of cargoes so that it is not necessary to buy any commodities.

I write about those transactions as it is not generally known that shipowners, in developing foreign trade, have to be merchants as well. By so doing it is a great benefit to our own homeland, as by this means, commerce is produced where it did not exist before. This bringing of raw material into the country provides employment for our factories and enables them to produce the manufactured article for home use. It also enables them to export the surplus of the manufactured goods and products of the soil that cannot be sold at home.

The past few years I have been watching a growing demand in the Far East for fruits and vegetables. We have been free in giving out samples from our refrigerator and then interesting our home merchants to go after this trade. The result has been that for the past year our refrigerators have gone out quite full. A good permanent trade will be done from this time on that will be another source of bringing money into our country that did not exist before. To give a concrete example: Our round-the-world ships developed a trade from California to the Straits Settlements that did not exist before and in the four years that we have run, up until January 1, 1928, the sum of twenty-nine millions of dollars has been paid to the California merchants who have engaged in developing this entirely new trade. Without the service of the steamship line, this would not have been possible. I could go on indefinitely on the same strain but the foregoing is enough to show what can be done by continuous effort and hard work. It cannot, however, be done without determined effort.

In Penang and Colombo business is fair. This is true of Ceylon. The Shipping Board cut the rate to New York in two and although we did not cut, our revenue fell from $15,000 to $4,000 for three months. This is what the Government did to our line. However, it has been patched up. At Alexandria I called on twenty-four of the merchants.

In replies to my inquiries regarding our service, all answered in exactly the same manner. First, regularity of service with fixed day and time of arrival. Second, direct shipments with better handling of cargo, and less damage and theft—all of this was very satisfactory. The San Francisco Chronicle of June 2, 1928 had this to say:

"POLK OFF FOR 100TH VOYAGE AROUND THE WORLD"

Sailing made occasion for congratulations by citizens to operators

Out into the waters of the Pacific, where Magellan's little ships once tossed in a three year struggle to circle the earth, the *President Polk* headed towards Hawaii yesterday on the first leg of the 100th round-the-world voyage of the Dollar Liners.

The round-the-world service was inaugurated by Captain Robert Dollar four years ago. Eight of his globe-circling sea palaces have traveled 2,900,000 miles in the period intervening, touching fifteen foreign shores, calling at twenty-one world ports.

DOLLARS HOSTS AT BANQUET

A few hours before the President Polk steamed out yesterday, a luncheon was held aboard with R. Stanley Dollar and J. Harold Dollar, sons of Captain Dollar, as hosts. Approximately two hundred San Francisco leaders attended. The luncheon was more properly a banquet, a quiet affair like the grasp of a parting handshake. Robert Dollar, patriarch of the Western Shipping world, was not there. He was "somewhere east of Suez" on one of his ships.

Outside of the windows of the banquet room hoists wheezed and puffed under the labor of stowing cargo, chains rattled and stevedores voiced their terse expletives.

Phillip Fay, President of the Chamber of Commerce, extolled the 100th round-the-world voyage as unique in the world's history. He praised Dollar and his sons.

"The Dollar family is known wherever there is a seaport," said Mr. Fay.

Major Charles L. Tilden, Chairman of the State Board of Harbor Commissioners, extended the gratitude of the people of California to "the great American Dollar" and sons for the development of shipping.

PLAQUE PRESENTED DOLLARS

Mayor Rolph's secretary, Edward Rainey, acting for the Mayor, presented a plaque inscribed with the city's appreciation and cognizance of the import of the 100th Dollar round-the-world voyage.

"Captain Dollar is one of God's noble good men," said Rainey, "a man loved by the community and to whom the city owes a debt of gratitude. Progressive and far-visioned, he changed from the sailing vessel to the steamship and was the first to render actual round-the-world service!"

R. Stanley Dollar accepted the plaque, saying briefly: "It is only the loyalty of our friends that makes it possible for us to go on. Our thanks to all of them."

A similar article appearing in the New York American on May 7th reads as follows:

"Hats off this week to the Dollar Line, celebrating the one hundredth cruise around the world in its famous service. Four years ago Captain Robert Dollar inaugurated a round-the-world passenger line with a ship leaving every two weeks, which schedule has been maintained without a single break. The sailing of the *President Polk* last Thursday signalized the banner day in American shipping history. Off on the one hundredth cruise around the world, the flagship of the line was lustily saluted as she steamed down the bay. The incident recalls the outstanding development in American shipping in establishing a remarkable service both to tourist and to shipper in touching ports of so many countries and always reaching them with clock-like regularity. There is a Dollar Liner at every port of its itinerary every two weeks the year round. This efficient operation of its ships has built up a very profitable clientele for the Dollar Line and has

PLAQUE PRESENTED TO THE "S. S. PRESIDENT POLK" BY THE CITY OF SAN FRANCISCO IN APPRECIATION OF THE 100TH DOLLAR ROUND THE WORLD VOYAGE

been encouraging in providing the very best accommodations and service. Captain Robert Dollar and his boy, Stanley, carry the prestige of flying more American flags on the high seas than any other steamship line. Hats off again."

This reminds me of a visit six years ago when Lord Robert Cecil was delivering an address on the League of Nations in London. All the big shipowners were present. It was presided over by the Lord Mayor of London. For some unexplained reason I was seated at the speakers' table, certainly where I did not belong as of the fourteen at that table I was the only person who was not a titled gentleman. The Lord Mayor presided and after we were all seated he came up to me and said he was going to ask me to speak after Lord Robert got through. I protested that it would never do as I was probably the only American present, besides I was a comparative stranger to a great many present. I thought that ended it, but when Lord Cecil finished the Lord Mayor got up and said that he had asked me to give them a talk but I had said I was a stranger and did not want to address the meeting. He asked all those who knew Robert Dollar to hold up their hands. Instantly every hand went up so I had to talk. Mr. Wilson had tried to commit our country to join the League, but Congress bitterly opposed it and would not consent, so there was a controversial point between America and England, so I wanted to be careful not to arouse any antipathy and explain it the best I could that our country did not want to be compelled at some future time to send troops to Europe to fight their quarrels. But I said that there was a league far better than that, that we were all in favor of and that was a union for peace composed of all English speaking peoples of the world, namely the English Speaking Union. If this were carried out to a finish then a great war in this world would be impossible. The audience arose and cheered me to the echo. I never had anything greater. Afterwards I went to Lord Robert and said, "I apologize to you on account of the tremendous applause I got as compared with you and I was ashamed." He said, "Dollar, you struck the keynote and I did not."

SUCCESS

A poem by D. Macdonald, Glasgow.

I see your face in the "Bulletin"—
Just this very day—
'Tis the face of a gallant Captain
Who's been victor in the fray.
In the fray of business
Where acumen alone
Carries all before it,
And gives life a tone.

What a great example—
To the young men of the day,
Which has glittered with integrity
And shown them the way—
The way to fame and fortune
The way to true success—
The road to a happy ending,
All through unselfishness.

The unseen hand has led you,
It guides you still to-day
Through the briars of vanity,
And the "decoys"—by the way.
No wonder you're admired,
By "Brains" both great and small,
Just because you're human
With no "side on" at all.

The gifts you have given,
To your native town,
Will always be cherished
Likewise your renown.
Then cheers for Robert Dollar—
His wife and children too—
For surely they have played the game,
Of goodness firm and true.

adieu—

July 7, 1928.

In connection with our shipping ups and downs; a dozen years ago the *Stanley Dollar* struck a rock off Yokohama harbor and became a total loss. Two and a half years later I got a letter from a man in Lerrwick, Shetland Islands, who said that a fisherman brought him a life belt that he had picked up in the ocean while fishing. It was stamped *Stanley Dollar* and as his son had been mate on this ship, was interested as he knew that the ship had been lost. He wrote me that he would send it if I desired. I immediately asked him by all means to send it. In replying, he said that another fisherman had found another so he was sending them both. They are now in the museum at Golden Gate Park, San Francisco. The remarkable thing about it is that they drifted into the Bering Sea, through the Bering Straits, into the Arctic Ocean, then around North America in the vicinity of the North Pole, and south through Baffin Bay and Davis Straits to the Shetland Islands. The stamp and name of the inspector was still quite plain on them. One had had rather hard usage, but the other was perfect.

An article in the Falkirk Mail, July 7, 1928.

MR. ROBERT DOLLAR—AN APPRECIATION

A visit from Mr. Robert Dollar, San Francisco, is an event which imparts a peculiar interest to the people of Falkirk, and it is with a lively sense of the honor conferred on us, that we have been informed of his intention to give us another visit, though only for a week-end. The town council has fittingly arranged to celebrate his arrival by giving a luncheon in his honor tomorrow (Saturday) at Arnotdale (Dollar Park).

We have reason to be proud of our venerable and distinguished townsman. Falkirk cannot boast of many eminent sons, at least such as like Mr. Dollar, have attained world-wide celebrity, and we naturally feel that when he comes among us even for a few days, that as a town, we have ceased to be provincial, and have, for the time being, an outlook which makes us cosmopolitan.

Mr. Dollar's life is a romance, and not one can rise from a perusal of it without catching a glow of inspiration, as well as admiration. Born in Falkirk in 1844, he is now in his eighty-fourth year, but he carries his age with wonderful elasticity and gives one the impression, as Cicero phrased it, that he is not extremely old but that he is well advanced in life. No newspaper article can give more than a rapid glance of some of the incidents of his crowded life, and even in the selection it is difficult to decide what might be left out. His education in Falkirk before he left for Ottawa in 1858 was of the scantest nature; his one armed teacher evidently made up for his want of knowledge by his vigorous use of the "strap," so that the boy could never recall his school days without a recurrence of nerve thrills, the result of the punishment he had to endure.

His first job in Falkirk before he left for Canada was in a machine shop at 2s 6d per week, and his next appointment was at Ottawa at a stave mill at six dollars per month. He worked in this mill for about a year, and then, though only turned thirteen years of age, he joined a lumber camp as chore boy, sailed up the Gatineau River in birch bark canoes, for about a hundred miles beyond Ottawa, faced hardships, and risks to life and limb, which read like a chapter from a sensational novel. Ten dollars a month was the sum allowed for this rough and arduous task, but the lad never grumbled; he revealed the courage of a man, and learned to endure hardness, through his mistakes, as well as through his terrible privations, and uncertain diet.

One would have expected a boy so young, engaged in work of this kind, whose muscles were always taut and sore, and mixing with rough lumbermen to sink down to the level of his surroundings, and give up all desire for self improvement, but instead he managed to snatch a few moments by the aid of a big wood fire at night, for exercises in penmanship and arithmetic. The very idea that there was a lad among them that could use a pen gave young Dollar a prominence and prestige which raised his status, so that in a short time he rose to the rank of leader of a gang—a sub-foreman—at thirteen dollars a month, out of which he was

LIFE BELT FROM "S. S. STANLEY DOLLAR"
NOW IN THE DE YOUNG MUSEUM

encouraged to save as much as would purchase a small farm.

At twenty-one years of age he was put in charge of a camp of fifty men, with a salary of twenty-six dollars a month, and for five years, at this job, he put in a spell of work, which, for the length of hours employed, and roughness of detail, was a severe test to his powers of endurance. Eventually he resolved to go into business for himself, when he was earning forty-four dollars a month, but his first business venture proved a failure, and he lost every penny he had, besides being thrown into debt which took him years to wipe out. About this time he married, and in Mrs. Dollar he found that he had a helpmate with a courage equal to his own; for she supported and encouraged him in all his efforts to clear his feet.

This failure at the outset of his career, when he considered himself safe to launch forth on his own account, was a testing experience which would have paralyzed most men, but only proved his mettle, and ultimately led to his success. Mr. Dollar's career as a great shipowner has been phenomenal, but all the result of hard work, careful attention to business details, and an intelligent grasp of big problems as they arose, with genius to utilize them in their bearing upon practical and prosperous issues. He has been an untiring traveler, the "Robert Dollar" figures prominently in his tours, and his trading ventures have never been without his personal oversight and touch. The honors heaped upon him have been innumerable; he has been the trusted counselor for statesmen in China, Japan, and elsewhere; political as well as commercial difficulties have been submitted to him, and his sure insight has never failed to give the true advice. While keeping a steady eye on business as it affects the United States, he has always retained his world-wide outlook, recognizing that the inter-relation of nations and races along trade routes was the surest guarantee for maintaining peace. Competition is inevitable; within its freedom to buy and sell in open markets, it has, by the mixing and meeting of different nationalities, allayed suspicion, and inspired confidence. In regard to shipping, where his true insight lay he has never been blind to the errors of

Congress, and though he could not always convince its members, he invariably succeeds in leaving memories behind his warnings, when mistakes revealed inevitable issues, with the result that his prestige was strengthened as a man of remarkable foresight.

To us in Falkirk, Mr. Dollar carries a name to conjure with, and our pride in the honored place he holds among shipping magnates is enhanced by the fact that he still retains a warm affection for the obscure place of his birth, delighting to offer gifts where his heart beats. Arnotdale, with the ground adjacent to the extent of fully eleven acres, valued at fifty-six hundred pounds was purchased by him, and presented to the community; a fine set of chimes, costing about twenty-five hundred pounds was placed in the Parish Church tower, similar to what he gave to the San Francisco Theological Seminary, and one has only to listen to them each evening or on Sunday, to realize the spiritual asset which we possess in them. One of Mr. Dollar's earliest benefactions was the Dollar Public Library, which became the nucleus of the present Free Public Library. The memorial fountain to Sir John de Graeme in the Victoria Public Park is also one of his valued gifts. These are well known, because they are conspicuous; but Mr. Dollar has also responded to calls made upon him of a semi-private nature, and his munificent spirit has never failed where the need was great. On the 29th day of August, 1912, Mr. Dollar received the liberty and freedom of an Honorary Burgess of the Burgh of Falkirk, and since then the town has rejoiced in every opportunity given it, to pay its respects to its most distinguished Burgess.

Mr. Dollar has been singularly happy in his home life. Nothing could be more beautiful than his repeated references to Mrs. Dollar, and her valued helpfulness, as wife and comrade. He scarcely ever travels without her. His children and grandchildren make the evening of his life bright and joyous. Simple in his tastes, wide in his outlook, devout in his dependence upon Providence, he invariably impresses one as a great man who accepts success in life as a steward, holding all as Spinoza would express it—*Sub specie aeternitatis.*

We arrived at Falkirk, July 7, 1928 and spent the day receiving and calling on shipping men and lumbermen.

Lord Maclay insisted on us going on his fine yacht for a trip down the Clyde—we went and had a most enjoyable time of it—he just could not do enough for us.

We called on the Rev. Mr. Morrison, had tea with him. He was on a holiday and returned to meet us. He showed me a Session Minute book for the year commencing 1708. On every page a Dollar was present—Ruling Elders, Treasurers, Representatives at the General Assembly, etc. It was most interesting—showing how much our forefathers were interested in religious affairs. I met Mrs. Wells, the mother of our Iloilo manager.

We arrived at Falkirk in the evening and were very comfortably taken care of by Judge Russell at his home. He made us very comfortable.

On Saturday, the 8th, we all walked to the Melville yard to see the house I lived in while a boy. This was inside the lumber yard and when we got ready to go out a sight met us that I will never forget. We supposed that no one knew of our being there but when we started to go out there were standing outside the gate over two hundred children from five years old to twelve or thirteen. The space they occupied was about one hundred feet by eighty feet, packed solid, and behind them were forty or fifty women. How they found out we were there was a puzzle but in walking down the road the girls heard many people say after we passed, "There goes Robert Dollar." Well, it was interesting to hear them all cheer us.

We then went to Dollar Park where the Town Council tendered me a lunch. All went off very satisfactorily with some very complimentary speeches about myself, which I answered with a short talk. We then got in autos, furnished by Judge Russell and Frederick Johnstone, and they drove us to Linlithgow, where we visited the old Parish Church and the old palace, roofless, but kept nice and clean. Well worth a visit, being the palace where the King and Queen of Scotland lived. We then drove to Edinburgh, visited the Castle, out of courtesy to the keeper, and he showed us the crown and jewelry. We then visited the great Forth Bridge, also well worth seeing, and then drove to Boners, thence to Falkirk. Got there at 10:00 p. m., but as it was light enough to read newspapers at 10:30 p. m. it did not seem to be late.

On Sunday we went to church and saw my mother's grave. I climbed up the stairs to see the bells and found they had put in windows that could not be opened and the sound was not getting out. This must be changed. Dr. Langdon preached the sermon and said they were pleased to have myself, Mrs. Dollar and two grandchildren with them.

The churchyard grounds had always been in a very neglected condition and I was real pleased to see it very much improved and in a fine shape. The people went out of their way to welcome us and nothing they could do was left undone. It seemed to be in the air and was genuine. After we came out from the lunch, which was given at the Mansion House in Dollar Park, a large crowd of people was waiting for us and loudly cheered as we left.

I looked closely over the park. It was wonderful how much it is used. Yesterday eight hundred used the putting green alone. It is certainly a credit to us. The Museum has trebled in size since I was last there and everything seemed to be in good order and condition. They have a good manager, John Watt.

I visited the Falkirk Public Library and the librarian showed me my letters giving the first five thousand dollars to start it. That was in 1887. What a pleasure to see such a small beginning grow and become such a creditable library as it is today. It is like planting an acorn and producing the great oak.

An Indian writes of me, so does a Chinese. The articles may be of interest.

TITANS

The powers that direct the destiny of San Francisco.

Robert Dollar

By Gobind Behari Lal

From the San Franciscan.

"I'm not a Captain. Everybody just calls me that, I suppose, because I run ships," Robert Dollar said to me.

From the million dollar "Dollar Building," 311 California Street, Captain Dollar strode forth briskly. I had to double my speed to keep pace with this patriarch whose youth is perennial.

Soon, I had to key up my appetite also to catch up with his; he was taking me out to lunch. Where we went was neither a showy place, nor a rummy waterfront coffee house. It is a neat, efficient lunch room to match with him; he was taking me out to a room, simple, almost Spartan, in furnishings. A logical place for Mr. Dollar to eat in. When the waitresses saw him coming, they recognized him instantly, but showed no special flurry. In a good humored and perfectly friendly manner, a girl came to the brown mahogany table where the Captain and I had seated ourselves.

Sandwiches, pie and coffee; we gave the orders. Captain Dollar ate with more gusto and relish than I did. His keen blue points of the eyes under the white fringe of the brows, lit up with merriment, as he remarked, "I expect you, as a younger man, to do your duty at the meal." But I conceded superiority to him, even in the consuming of a hearty lunch—he is an everlasting youth, Robert Dollar is.

He had in his pocket a sheaf of letters and cablegrams. He showed me two of these. One of these was a letter from a certain personage in Washington, D. C., the seal on the top read "The White House;" the neat signature was "Calvin Coolidge."

The other communication was, I believe, from the former or present President of China. It was teeming with the most confidential gossip about the Chinese situation. And I need not say that President Coolidge's letter also related to the Chinese affairs. "More coffee, Mr. Dollar?" the waitress asked. "Another piece of pie, Mr. Dollar?" she repeated.

Did she know that we were settling world problems at this lunch table?

"I believe, as I have often said before," Captain Dollar was saying to me, "that this is the age of the Pacific. The Pacific Coast is going to be the busiest trade center of the world. And, San Francisco ought to become the greatest port in the United States. As our commerce and other kind of intercourse with the Far East develops, this city will rise in importance."

Was it the voice of "a native son" ardently dreaming of San Francisco's greater future on account of the ties of nativity? Yes, and no. Mr. Dollar is one of the oldest citizens of San Francisco. But he is a Scotchman by birth. He was born in a small seaside town in Scotland. I had to drink some more coffee before the imagination expanded enough to comprehend the geographical dimensions over which Mr. Dollar lives and operates. Scotland-to-London: from London to New York—San Francisco; and from San Francisco to China—and beyond. Patriarch of a Merchant Prince and Trade Ambassador. An epic figure, I said.

Mr. Dollar is not at all afraid of being called a "capitalist." Nor does he think it anything to worry about that a certain great diplomacy is named after him—the dollar diplomacy, espoused by Uncle Sam.

Is there something too candid about the $ sign? Is it a mark of frank materialism? Perhaps. The question, however, never troubles Captain Robert Dollar. To him the attitude is expressive of a kind of truthfulness, of honesty, of a non-Machiavellianism. In a world full of greedy diplomats, concealing their signs under high-faluting talk of "saving the world" and "uplifting the backward people" and "carrying the white man's burden"—it is refreshing to face a man of realities like Mr. Dollar.

It is the petty and half-hearted trader, engaged in foreign trade, say in China, who creates all sorts of friction with the foreign people to whom he wants to sell his wares at a sizable profit. He doesn't treat the prospective foreign buyers in a sincere manner. And so he fails and then turns around and abuses his customers and his government at home for lack of firm support and what not. That is not the Dollar way. Captain Dollar enjoys the friendship of the Chinese as scarcely another white man in the world does.

No soft life was his in the beginning. You must know that Robert Dollar is a most abstemious man in regard to alcohol, for instance. He has been a temperance man since childhood. Perhaps, there was a male head of the Dollar family, in Falkirk, Scotland, who was altogether too intimate with the cup. That brought much tragedy in the home, and Robert Dollar's mother pointed out the moral of the situation. At any rate, the lesson was never forgotten by Robert. In those hardworking childhood days, another trouble was incorporated in the person of the Presbyterian-hearted schoolmaster who administered occasional canings upon young Dollar's tender back, on general principles, following the scriptural saying, "Spare the rod and spoil the child." Hard luck.

Still under twelve, Robert Dollar went to work for his living. He worked in a carpenter shop and sort of lumber mill. All those seaside and lumber mill experiences of early boyhood must have left a mark upon his spirit, and determined his future career in a strange way.

At the time of this writing, Robert Dollar is eighty-three years of age; so, it was nearly seventy years ago when he emigrated to Canada, to find a more hospitable land. He had heard of the great opportunities that Canada and the United States afforded ambitious youngsters.

Perhaps a few months after landing on Canadian soil, young Dollar then thought he would become so rich as to spend the rest of his life in luxury. But the only job he could secure from the employment agencies in Ottawa was of a cook's assistant in a lumber camp, out in the heavy woods some two hundred miles from the city. The lordly pay was ten dollars a month, or less. Robert Dollar accepted it.

Awful work it was to cook for several hundred of those rough lumberjacks. There were no rules then regulating the hours of work of a youngster. Robert had to toil from dawn till dusk, and until the unruly lumbermen had slept off. Then, in the kitchen light, young Dollar would try to do some reading. He had remembered the thrashing that the schoolmaster in old Scotland gave him to make a scholar of him. He did some arithmetic problems, some writing and reading.

His personality has been carved out. He has faced hells. He feared nothing. He wanted to get into business for himself. He had saved something from his frugal living.

Late in life then, as ordinary life goes, Robert Dollar turned to the lumber mill business. He moved down from Canada to California, and got into the lumber mill business here. Tall timber was shipped out from San Francisco to foreign countries. Mr. Dollar wanted to capture most of this trade.

About the time of the Spanish-American war, Mr. Dollar perceived the advantage of owning a freight ship to send his lumber in. He purchased, somehow, a boat that had been to the Philippines, I believe. Thus began the Dollar Ships Service. How it grew into an immense fleet—circumnavigating the globe.

Captain Dollar's first ship, *The Newsboy*, was barely three hundred tons. And look at the Dollar round-the-world ships that followed. The Dollar globe service was started in January, 1923, with seven ships that Mr. Dollar had purchased for passenger and freight service from the United States Government.

The multimillionaire Robert Dollar, past eighty-three—is finishing his last bit of the crisp apple pie: the coffee is strong, and stirs my imagination and I see before me—Grandpa Neptune, big boss of the sea—eating apple pie with his fork-like trident.

This story was translated from the China Times, Shanghai, by a member of Captain Dollar's staff there. It goes to show the true inner feeling of the Chinese toward the friend of China, Captain Robert Dollar.

THE STORY OF CAPTAIN ROBERT DOLLAR

Captain Robert Dollar, known as "The Grand Old Man of the Pacific," arrived in Shanghai the day before yesterday. I take great pleasure in introducing the story of his life to our readers, which will give us a good example of the success of his business.

Captain Robert Dollar was the first to carry on the lumber business, in the new continent. He controls two fleets of steamers coming to and from the coast ports along the Pacific and foreign ports. He is really a pioneer in the business connection between Asia and the ports along the Pacific. The close relationship and the better friendship between the Orient and America is mostly dependent upon Captain Dollar. His establishment of American Merchant Marine fleet as well as his benevolence is greatly praised by the people of the world. Our late emperor of Tsin dynasty, Chu Tung, and late President Yuan Shi-Kai, all had presented him with honorable decorations. Immediately after Li Yuan-hung was elected as President of China, his first thing was to cable Captain Robert Dollar, expressing his good friendship for him. Captain Dollar has several times been elected as the President of the Chamber of Commerce and the Merchants Exchange of San Francisco; also elected as the Superintendent of the Bureau of Foreign Trade. Once he was the General Superintendent of the American International Joint Society, in which he held the responsibility of $30,000,000.00.

Captain Dollar attends to everything in person. Regardless of the distance of great oceans, he wishes to personally, as he could quickly make decisions according to the surrounding circumstances. He went no longer to Central America and ports along the Pacific, to transship California hardwoods. Freight was very high and he knew if he could have his own boats, his expenses would be cut nearly in half, therefore he bought a steamer of three hundred tons called the *Newsboy*, and from it, he gained a great deal of money, which amount could easily cover all that which he had spent that year. "One steamer could earn so much money," thought Captain Dollar, "Why not start and build a great business from this?" Thus did Captain Dollar establish the Robert Dollar Co. There are two lines of Dollar steamers; one is to carry the trade of the West American coast, sailing between the ports of Alaska and Panama; the other is for the

Orient and coast ports of the Pacific. Many branches are established, such as Shanghai, Hong Kong, Tientsin, Hankow, Yokohama, Leningrad, Manila, Vancouver, Seattle and New York etc. The success of Captain Dollar's business is due to his foresight, his spirit of struggle, his eminent endurance and his fairness in trade. At first, when Captain Dollar shipped his lumber to the Orient, there were no cargoes for his homeward bound ships. Afterward he found a way to fill his ships with the products of the Philippines, Java and also used the iron ore from China.

Captain Dollar has great merit in the increase of trade between America and the Orient. His goodness is no less great than is his statesmanship, as he is an advocate of peace. Years before, the school question arose in San Francisco, causing a very bad feeling between the governments of Japan and the United States. Captain Dollar gathered together members of different Chambers of Commerce, and went to Japan and called on the Emperor. The question was settled to the mutual benefit of all concerned and thus was trouble and probably war forgotten. After about two years Captain Dollar got together a body of merchants' representatives and came to China. He was greatly welcomed by the Tsin Emperor, many officials, the many people of different cities, and other commercial bodies. It was said, at that time, that such hospitality had never been seen before. In 1915 the representatives of China paid a return visit to Captain Dollar and it is well known that such exchanges of courtesy improved the close relationship between China and the United States.

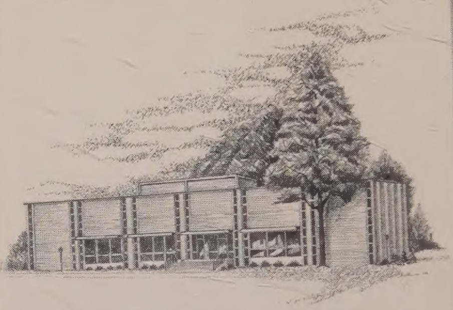
Captain Dollar is a very patient man. He has the habit of rising early. Most of his money, gained from his business, was spent for benevolent purposes, especially for the Y. M. C. A. services. The year before last he attended the opening ceremony of the Wuchang Y. M. C. A., the fund for the building of which was contributed by him.

Looking back on his long passed experiences, Captain Dollar knows the ways to success are,

1. Do not cheat.
2. Do not be lazy.
3. Do not abuse.
4. Do not drink.

THE END

San Francisco, California, October 1, 1928



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